



# City of Santa Clara

## Call and Notice of Special Meeting

### City Council Session on Governance

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Thursday, September 5, 2019

9:00 AM

Central Park Library  
Redwood Room  
2635 Homestead Road  
Santa Clara, CA 95051

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NOTICE IS HEREBY GIVEN that, pursuant to the provisions of California Government Code §54956 ("The Brown Act") and Section 708 of the Santa Clara City Charter, the Mayor calls for a Special Meeting of the City Council of the City of Santa Clara to commence and convene on September 5, 2019, at 9:00 AM for a Special Meeting in the Redwood Room located at the Santa Clara Library at 2635 Homestead Road, Santa Clara, California, to consider the following matter(s) and to potentially take action with respect to them.

**I. Welcome**

- a. Call to Order
- b. Pledge of Allegiance and Statement of Values
- c. Roll Call

**II. Public Comment**

*[This item is reserved for persons to address the Council or authorities on any matter not on the agenda that is within the subject matter jurisdiction of the City or Authorities. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The governing body, or staff, may briefly respond to statements made or questions posed, and appropriate body may request staff to report back at a subsequent meeting. Although not required, please submit to the Assistant City Clerk your name and subject matter on the speaker card available in the Council Chambers.]*

**III. Review of Agenda and Input from Council about Workshop**

**19-757**    [City Council Session on Governance](#)

**IV. City Manager Overview**

**V. Review Experience with Districts**

*Establish a shared understanding of what the Council and staff have experienced after nine months (approximately 30 minutes).*

**VI. Discuss and Update Guidelines and Procedures from December 2018**

*Review and discuss the three principles and 10 guidelines established by Council in December 2018, as well as any other procedures related to districts, and reach consensus. (approximately 2 hours).*

**VII. Wrap Up and Next Steps**

**VIII. Adjournment**

*The next regularly scheduled meeting is on Tuesday evening, September 17, 2019 in the City Hall Council Chambers.*



## Agenda Report

19-757

Agenda Date: 9/5/2019

### REPORT TO COUNCIL

#### **SUBJECT**

City Council Session on Governance

#### **BACKGROUND**

On December 13, 2018, the City Council held a Session on Governance to discuss the necessary components of a high-performing governing body, assess the impacts of the new district election system, and enhance and strengthen the teamwork between the Council and staff. A full summary of that session is attached to this report (Attachment 1).

At that session on Governance, two facilitators guided the Council and staff through their discussions - Dr. John Nalbandian, a professor at the University of Kansas and a former Mayor, and Jan Perkins, a former city manager and Senior Partner with Management Partners, the firm which assisted the City during the council districting process.

The Council and staff discussed the topic of high performing governance including the roles of elected and appointed officials and how elected and appointed officials can all be bridge-builders. Then, the Council discussed the new district election system and confirmed that the following principles would guide governance in Santa Clara:

- We all care about and will govern for the entire Santa Clara community.
- We will follow our Santa Clara ethical values.
- We will follow our Council-Manager form of government.

After establishing their guiding principles, the Council addressed questions regarding protocols and processes that may be impacted by the transition to district elections and discussed how to move forward in these cases. A summary of this discussion is attached to this report (Attachment 2).

At the end of the session, the Council reached a consensus to conduct a check-in to provide an opportunity to assess governance, make adjustments as needed, and determine if a formal Council policy is needed. The Council also referred the question of how to display Councilmembers' names on printed materials and the City website to the Governance and Ethics Committee for review.

On February 19, 2019, the City Council approved the attached summary of the December 13, 2018, Governance Session and requested that the information be made available on the City website (<http://santaclaraca.gov/government/governance>).

On April 25, 2019, the Governance and Ethics Committee reviewed the request from City Council to provide recommendations on displaying Councilmembers' names and districts. Those recommendations were heard and adopted by City Council at their meeting on July 16, 2019, and are

as follows:

1. Letterhead - Option 3 (Council District Order)
  - a. Mayor, by district order and with the Councilmembers' districts listed next to their name
2. Signature Block - Option 3
  - a. Mayor, Vice Mayor, then by seniority on the City Council
3. Display of Council Portraits - Option 5 (Vice Mayor/Seniority Order)
  - a. Mayor, Vice Mayor, then by seniority on the City Council and with the Councilmembers' districts listed next to their name
4. City's Website - Option 3 (Council District Order)
  - a. Mayor, by district order and with the Councilmembers' districts listed under their name

The complete options reviewed by the committee and presented to the City Council are attached to this report (Attachment 3).

### **PURPOSE OF SESSION**

During the City Council Session on Governance in December 2018, Council directed staff to schedule a check-in session after six months to assess governance, adjust as needed, and then determine if a formal Council policy is necessary.

Jan Perkins with Management Partners will facilitate this session, as she is familiar with the Council and assisted with the initial Governance Session in December 2018. As background, Jan Perkins joined Management Partners in 2005 after holding a number of major leadership positions in neighboring cities, including Fremont and Morgan Hill, where she served as city manager. She has a master's in public administration from the University of Kansas and is a graduate of Harvard University's Program for Senior Executives in State and Local Government. She is also recognized by the International City/County Management Association (ICMA) as a Credentialed Manager.

In preparation for this session, Jan conducted interviews with individual Councilmembers on July 15 and 16. She asked them about their experience with districts so far and to provide feedback on the principles, commitments, and protocols that were established at the previous session (Attachment 4).

This session will provide the opportunity for the Council to:

- Review experience with districts and guiding principles since December 2018;
- Determine any modifications needed to guiding principles, commitments, and protocols; and
- Strengthen the teamwork of Council, City Manager, and staff.

### **PUBLIC CONTACT**

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) <<mailto:clerk@santaclaraca.gov>> or at the public information desk at any City of Santa Clara public library.

Reviewed by: Nadine Nader, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

**ATTACHMENTS**

1. Report on Dec. 13, 2018 Council Session on Governance
2. Discussion Summary from Dec. 13, 2018 Council Session on Governance
3. Governance and Ethics Committee report to City Council on July 16, 2019
4. City Council Interview Summary from July 2019



**City of Santa Clara**  
**Council Workshop on Governance**  
**Held December 13, 2018**

**January 2019**

**Management  
Partners**



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## Workshop Report

The City of Santa Clara held a City Council retreat on December 13, 2018 from 9:30 a.m. to 3:00 p.m. in the Council Chambers. This workshop was an opportunity for the Council members and executive staff to discuss what it takes to be a high performing government, take stock of what the new district election system means for the City, and enhance and strengthen the teamwork between the Council and staff. This report contains a summary of workshop discussions.

Jan Perkins, Senior Partner with Management Partners and Dr. John Nalbandian from the University of Kansas facilitated the workshop.



## ***Workshop Overview***

### **Agenda**

- Welcome from the Mayor
- Public comments
- Comments from the City Manager
- Bridging the gap between political acceptability and operational sustainability
- Consensus on how we will govern
- Wrap up and next steps



## Overall Workshop Objectives

- Create a shared understanding of high performance governance and what it means for the City of Santa Clara.
- Establish a consensus on how we will govern within the new district election system.
- Strengthen the teamwork of Council and staff.

## Council's Goals for the Day

- Clarity of how we will govern – clear consensus
- Practical guidelines including details
- Refresher of our protocols so we all know what continues and what changes
- Recognize we are one city
- Recognize we still have a Council-Manager form of government
- To know we will have the tools to be successful representatives of our districts *and* of the whole city
- Understand what level of staff support will be available
- Assume we are all trying to do what is best for Santa Clara
- Improve working relationships on Council



## Workshop Participants

### *Members of City Council*

**Mayor  
Lisa Gillmor**



**Vice Mayor  
Kathy Watanabe**



**Council Member  
Debi Davis**



**Council Member  
Theresa O'Neill**



**Council Member  
Patricia Mahan**



**Council Member  
Karen Hardy**



**Council Member  
Raj Chahal**

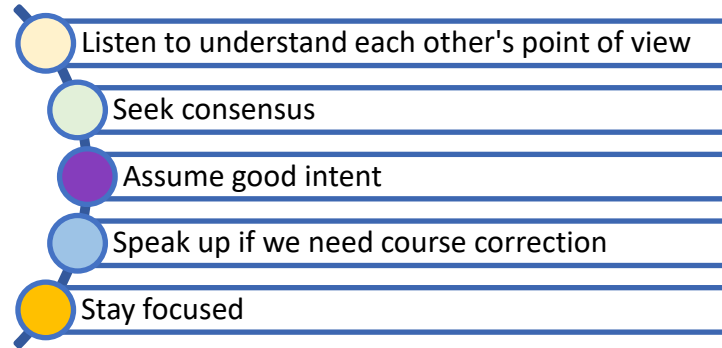


### *Executive Staff*

- City Manager Deanna Santana
- City Attorney Brian Doyle
- Chief Operating Officer Walter Rossmann
- Assistant City Manager Nadine Nader
- Assistant City Manager Manuel Pineda
- Assistant City Manager Ruth Shikada

## Workshop Ground Rules

At the start of the workshop, Jan suggested several ground rules to help the group have a successful workshop and achieve the results they intended to achieve through their time together.



## Workshop Preparation

To prepare for the workshop, facilitator Jan Perkins conducted individual interviews with each Council member. Jan, along with John Nalbandian met with the City Manager to discuss the desired outcomes of the workshop. A PowerPoint presentation and agenda were prepared.

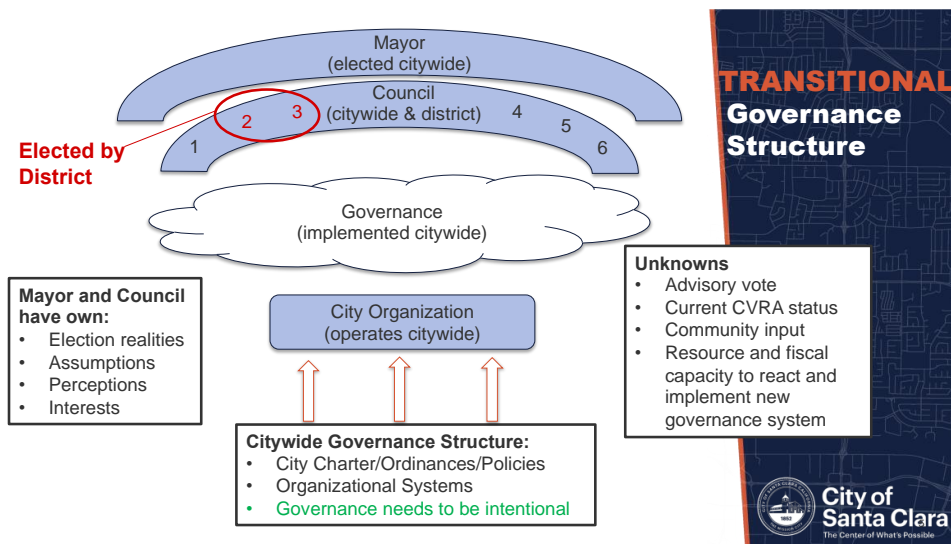
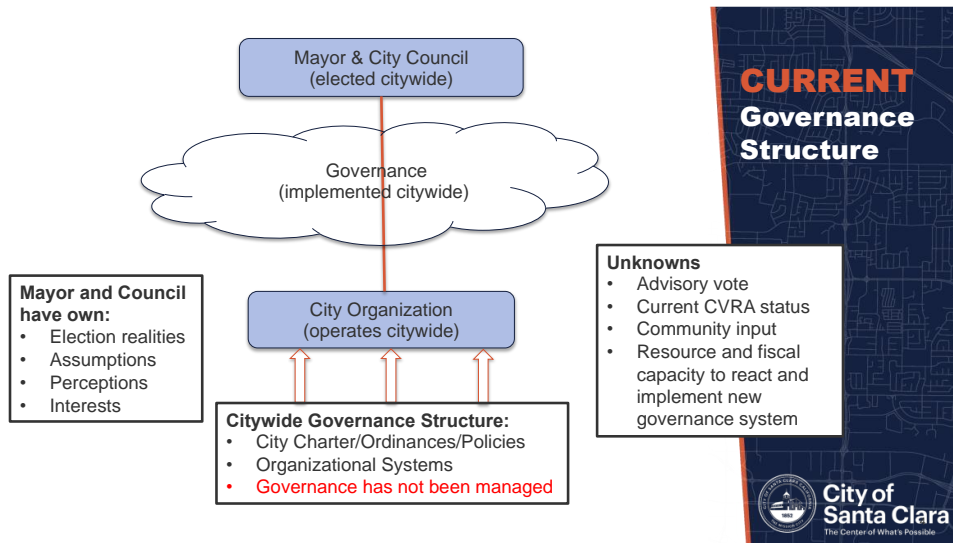
## Welcome and Opening Comments

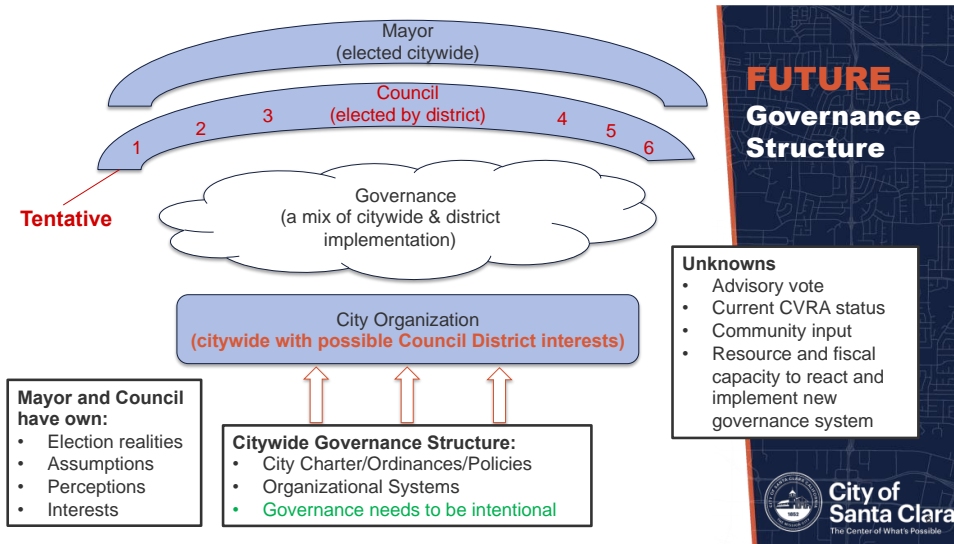
**Mayor Lisa Gillmor** opened the workshop with a call to order, City of Santa Clara Council meeting opening protocols, and welcome to the public.

**City Manager Deanna Santana** provided opening comments about why the day was important and what she hoped the participants would accomplish during the workshop. Key points offered included:

- ✓ Staff wants to serve the Council well.
- ✓ Our focus is on serving the entire community of Santa Clara and preparing strategically for the City's future well-being.
- ✓ Our strategies, resource allocation, organizational systems, and service delivery models are structured with a city-wide focus.
- ✓ We hope to end today with some principles for governing that could be placed into a resolution.
- ✓ Transformation is dynamic and takes regular check-ins to protect our values towards change and to lead with intention.
- ✓ Better implementation of Council/Manager form of government since transferring all Council requests through the City Manager.

Ms. Santana presented the following three slides showing the current, transitional and future governance structure.

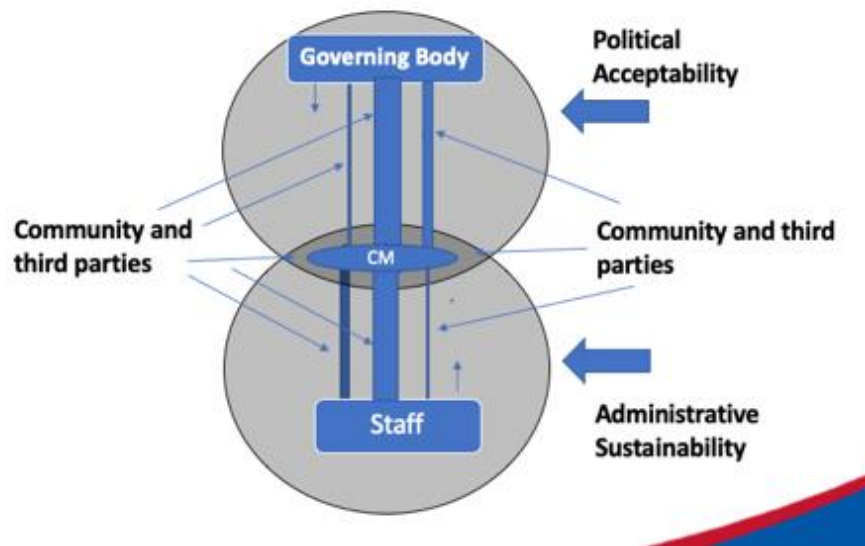




## ***High Performance Governance: Bridging the Gap between Political Acceptability and Operational Sustainability***

Dr. John Nalbandian led the workshop participants in a discussion about what high performance governance is, including the roles of elected and appointed officials, and how elected and appointed officials can all be the bridge-builders. He presented the following points:

- A gap exists between what is politically acceptable and operationally sustainable. Bridging the gap is essential to effective governance – credibility and trust.
- Bridging the gap is facilitated by those who:
  - Understand that politics involves choices among conflicting values – no value profile is best, and
  - That politics and administration involve more than different behaviors – they are different ways of thinking.



Attachment A contains the slides presented by Dr. Nalbandian.

### ***Council Discussion About Governance***

The purpose of this discussion was to reach agreements about how the Council and executives will operate under the new district election system. Jan led the group in determining what will be the same, and what should change.

#### **High Performance Principles and Practices**

The group offered ideas about what principles and practices in the current government system have helped the City of Santa Clara be a high-performance city. The comments that were provided are listed below.

- We listen to the community
- Communicate with everyone
- Do our analysis
- Work effectively with staff
- Prioritization
- City manager makes sure we all get the same information at the same time
- Communicate with the city manager
- We have a process for everything
- We've improved our transparency
- We understand internal and external factors (what we can control and cannot control)

- Council is mindful of staff workload
- Strong sense of partnership between council and staff
- Improved coordination between city attorney's office, city clerk and city manager's office
- Council gives heads up to city manager; helps her be more politically astute
- Valid information to council
- Staff competence
- Trust from council to city manager
- Council trusts information from staff

### **Community Expectations**

The group discussed what community members may expect from Councilmembers elected by district. Comments offered included:

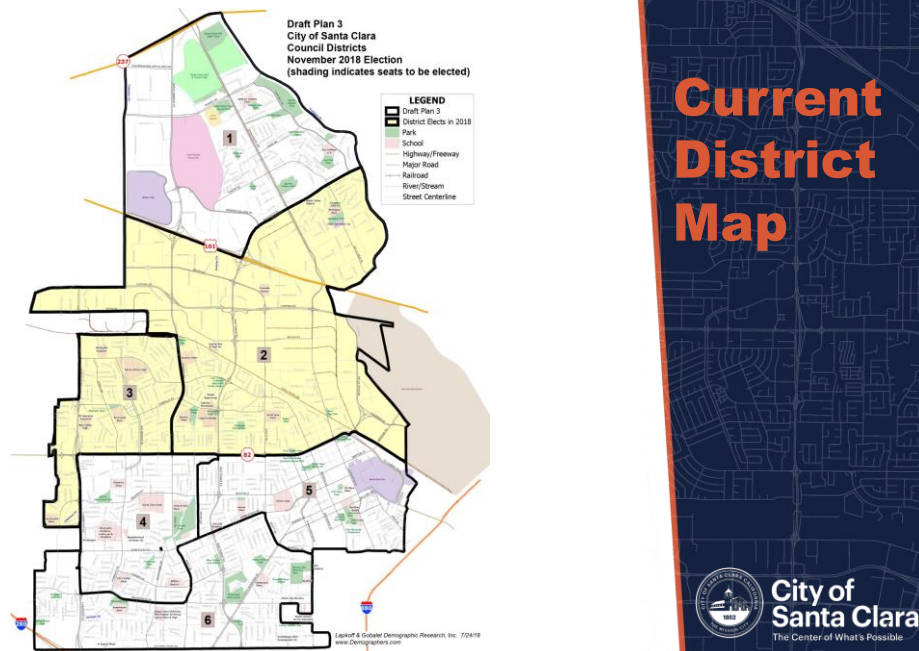
- Residents have high expectations and sometimes think we have powers that we don't
- Some people may view us as "mini mayors" for our districts
- Some may fear loss of representation of Council – "now I only have one"
- We need to be clear that many issues are citywide and regional
- People don't know what district they are in
- Worried about vote-trading

### **What May Be Improved with Districts**

The group identified what might be improved within city government due to the new district election system. Comments offered included:

- Better representation
- Easier communication between Councilmembers and community
- Higher accountability for Councilmembers
- More diversity on the Council





## ***Guiding Principles and Specific Protocols***

### **Principles**

The group discussed principles to guide governance and the following overarching principles were agreed to:

- *We all care about and will govern for the entire Santa Clara community.*
- *We will follow our Santa Clara ethical values.*
- *We will follow our council-manager form of government.*

### **Protocols**

A number of specific questions about protocols or procedures were posed during the individual Councilmember interviews prior to the workshop. The questions that were posed along with the key points made during the discussion are provided in Table 1 below.

In addition, there was a robust discussion of the issue of the potential of “vote trading” between districts, as observed in other jurisdictions, the importance of governing for the benefit of the entire community.



Table 1. Council Protocol Questions and Discussion Summary

Question	Discussion Summary
What constitutes a “district issue?”	<ul style="list-style-type: none"> <li>Geographic boundaries (something in the district)</li> <li>Land use issues</li> <li>Neighborhood or individual issue</li> <li>City systems are not set up to focus on districts</li> </ul>
How will staff route calls from residents?	<ul style="list-style-type: none"> <li>Continue current practice</li> <li>Systems do not allow to identify which district someone lives in</li> <li>Councilmembers will tell staff if it is in district; will let the councilmember know</li> </ul>
How will staff prioritize requests from Councilmembers?	<ul style="list-style-type: none"> <li>Continue existing process</li> </ul>
Will the City Manager continue to provide information to the entire Council?	<ul style="list-style-type: none"> <li>Yes; current practice will continue</li> <li>When a councilmember asks for a report, Deanna sends to full city council</li> </ul>
If someone calls me and they are in another district, can I help them?	<ul style="list-style-type: none"> <li>Accept the call; give the councilmember a heads up – transparency – <i>“We all work together”</i></li> </ul>
Can a Councilmember have monthly meetings open to anyone in the community?	<ul style="list-style-type: none"> <li>Yes (this is without staff assistance)</li> </ul>
How will staff handle it if Councilmembers want to have “town halls” in their districts?	<ul style="list-style-type: none"> <li>Discuss this question during January 2019 priority setting session (e.g., how often, what topics, put districts together, or not when to conduct, logistics, staffing, should Mayor lead the meeting, etc.)</li> <li>Concern about staff capacity</li> </ul>
On NextDoor, should Councilmembers only communicate with the people in their district?	<ul style="list-style-type: none"> <li>No; continue current practice</li> </ul>
Should the Mayor call on the Councilmember from a district where a project is located to speak first?	<ul style="list-style-type: none"> <li>Optional based on the Councilmember’s preference</li> <li>The Councilmembers is to let the Mayor know if he or she wishes to speak first</li> </ul>
How can the Mayor help individual Councilmembers?	<ul style="list-style-type: none"> <li>Be accessible and available</li> <li>Accompany councilmembers in districts</li> </ul>
Does the city council want to be reflected by district?	<ul style="list-style-type: none"> <li>Yes; a plan for this (e.g., stationary, printed materials, agendas) will be prepared by staff</li> <li>Add district numbers to plaques on the dais</li> </ul>

**Discussion comments:**

- We represent the entire city
- We will govern with common sense
- Consistency is important
- The City Manager’s blog is helpful for getting accurate information out
- The City Manager’s guidelines apply citywide regardless of districts
- When political realities set in – how will things really be?
- In the future could consider a structure to discuss protocols, such as a rules committee

- Public calendars will help transparency of who is meeting with whom, as well as disclosures
- Mayor can play a larger role because she is citywide
- Priority setting meeting can be used to surface service level needs both in districts and citywide
- Benefit to continually communicate with each other
- Need to communicate with the public how priorities for services are set citywide

### Implementing Guidelines

There was a discussion about next steps regarding the guiding principles and any specific protocols. It was suggested that a six-month check in should occur, which would provide an opportunity to see how things are actually working, make adjustments as needed, and then determine if a formal Council policy is needed.



### Wrap Up

Each member of Council and staff were invited to offer a comment in response to the question, “*What was important about today to you?*” A summary of responses is shown below.

- Exchanges between Council were valuable, open and honest
- Interesting to see how we are starting from scratch with our district system
- Enjoyed the Council dialogue
- Elected by districts but govern with open mind
- We are on the right path
- We are ready for the journey; six month check in will be good
- I feel more comfortable; better road map; Councilmembers have good intentions of looking at the whole; we want to keep it that way; managing expectations
- Good to hear Councilmembers talk about what district elections mean
- Appreciated Deanna’s list of what staff is looking at

- Important to see the six other perspectives of Councilmembers; we're more alike than different; important to hear staffs' viewpoint
- City Clerk brought much to the conversation
- Appreciated everyone's time on this topic, and staffs' ability to speak with the Council - unique opportunity
- Liked the Council's observations
- Similarities between Santa Clara and Lawrence, and we can learn from other cities; ideas to make town halls better

### ***Next Steps***

- Management Partners to prepare a workshop summary to be provided to the Council.
- Six-month check-in will be scheduled to discuss governance.

**"The future is not some place we are going, but one we are creating.  
The paths are not to be found but made. And the activity of  
making them changes both the maker and the destination. "**

-John Schaar, futurist, *Loyalty in America*



## Attachment A – John Nalbandian's Presentation Slides

1/8/19

High Performing Governance: Bridging  
the Gap between Political Acceptability  
and Administrative Sustainability

John Nalbandian  
University of Kansas  
Nalband@ku.edu

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Themes from Executive Leadership Team Meeting  
October 25, 2018

- The Team acknowledged and supported that Council-staff engagement has been improved and the objective of no Council interference has been achieved with the transition of the new City Manager (e.g. less Council direct contact with staff).
- They also identified the following expectations:
  - Leadership team members need the following from each other:
    - Good, frequent, honest communication
    - Helpful, working with each other towards solutions
    - Confidentiality


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**Themes from Executive Leadership Team Meeting  
October 25, 2018**


- City Manager needs the following from the leadership team:
  - Realization that City Manager is managing change in a low-trust, high-risk environment (leadership implications)
  - Ongoing information and communication
  - Reliable data to accompany decisions
  - Champion professional development
  - Understanding that many City systems do not support modern service
  - Workload > Capacity (fragile condition)



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**Themes from Executive Leadership Team Meeting  
October 25, 2018**

- Leadership team members need the following from the City Manager:
  - Continued transition of Council interference to the City Manager
  - Accountability with clear expectations
  - Awareness of department capacity; balance workload
  - Support innovation and risk-taking



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### Themes from Executive Leadership Team Meeting October 25, 2018

- The Executive Leadership Team also identified some issues/examples that may arise in this new governance system, including:
  - How will this impact budget and resource allocations? By district or citywide?
  - How to address the difference in the way each District Councilmember engages staff on questions and requests (e.g. potential inequity in staff attention)?
  - Will there be less incentive to look at issues from a citywide perspective?
  - Will this create "competing coalitions" within districts?
  - How will this impact land use decisions and will decisions become district-focused instead of citywide?
  - How do we acknowledge our city-wide structures in an environment where more Council District focus may arise?

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### Themes from Quarterly Management Team Meeting October 26, 2018

- The City Manager asked about current Council-staff engagement, and the Team acknowledged that the objective of no Council interference has been achieved with the transition of the new City Manager (e.g. less Council direct contact with staff).
- Additional key themes from this meeting are as follows:
  - Transition to district elections may lead to changes in community needs, staff workload, demand for resources, resident engagement, and requests for information.

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### Themes from Quarterly Management Team Meeting October 26, 2018

➤ Additional key themes from this meeting are as follows:

- Emphasized the importance of internal collaboration and communication, information-sharing, and having a shared understanding of priorities city-wide.
- These changes may be viewed differently by staff, City Council and residents, but it is important to discuss those views and expectations in order to continue providing the same high-quality services to the community.

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### Themes from Quarterly Management Team Meeting October 26, 2018

- The Management Team also identified some issues that may arise in this new governance system, including:
- Development of “mini-mayors”
  - Potential competition between the districts of the Councilmembers for resources and possible inequity
  - How data is collected and distributed and whether it will be by district or continue citywide?
  - Will the City develop different policies for different districts, such as watering/drought, traffic, noise, etc.?
  - Will this change how we prioritize infrastructure improvements and make land-use decisions?
  - Interest in City Manager affirmatively answering and advancing solutions – shared responsibility of how we resolve.


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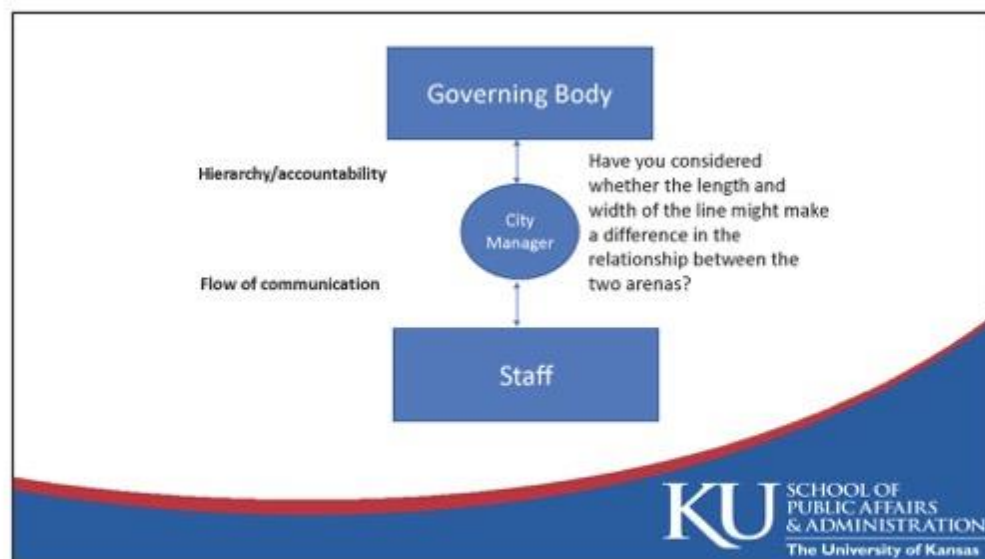
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### Outline

- A gap exists and is growing between what is politically acceptable and operationally sustainable
  - Bridging the gap is essential to effective governance—credibility and community trust
- Bridging the gap is facilitated by those who:
  - understand that politics involves choices among conflicting values—no value profile is best
  - and that politics and administration involve more than different behaviors; they are different ways of thinking



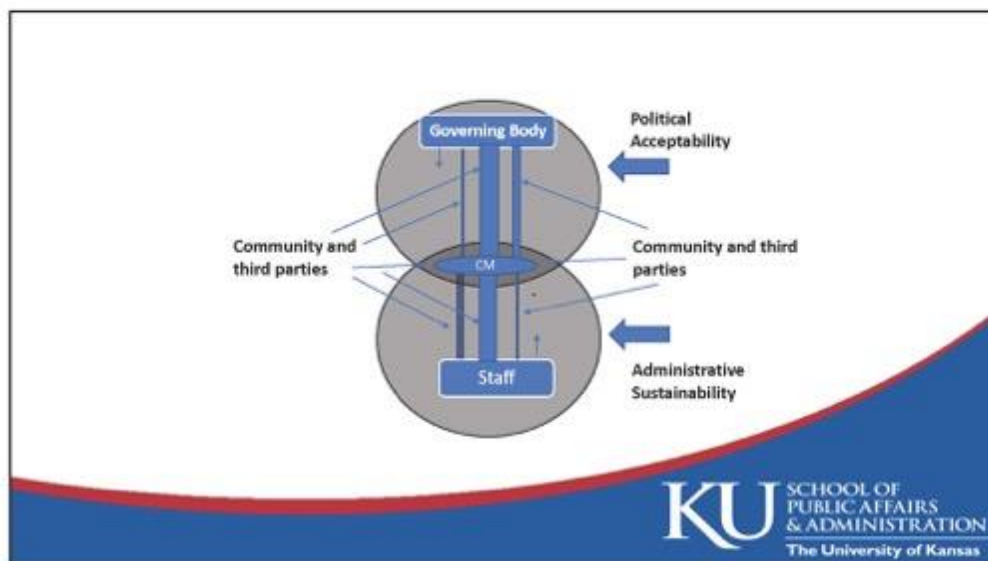
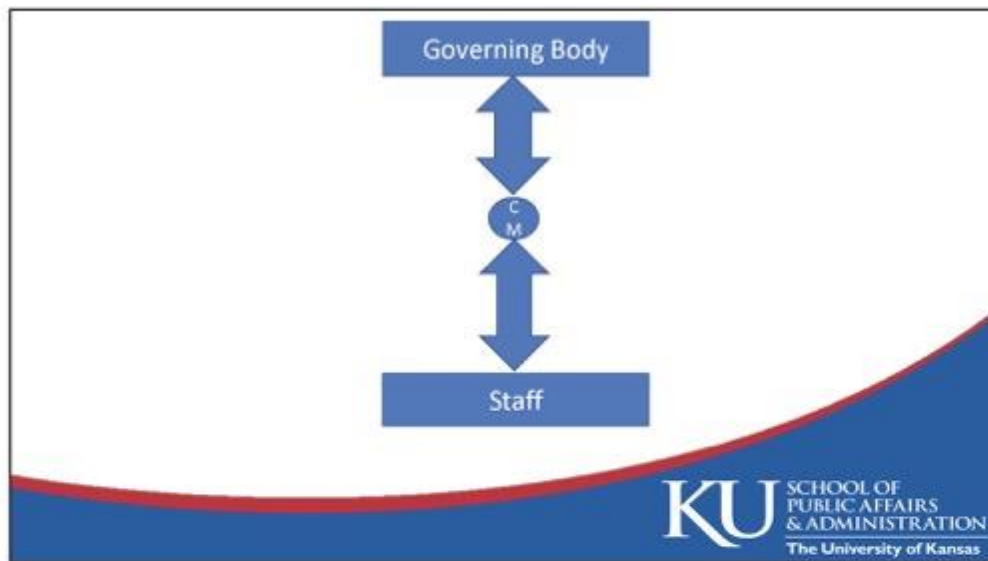
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## Values

**RESPONSIVENESS =**


- Representation/Participation +
- Efficiency/Professionalism +
- Social Equity +
- Individual Rights
- Citizens with cups



## Characteristics of Politics and Administration

Characteristics	Political acceptability ← → Operational sustainability	
	Politics	Administration
Activity	Game/allocation of values	Problem Solving
Players	Representatives/trustees	Experts-trustees
Conversation	"What do you hear?" • Passion • Dreams • Stories	"What do you know?" • Data • Plans • Reports
Pieces	Intangible: Interests and symbols	Tangible: Information; money, people, equipment
Currency	Power (stories), loyalty, trust	Knowledge (deeds)
Dynamics	Constructive conflict, compromise, change	Predictability, cooperation, continuity

CAO and Senior Staff in the GAP  
 ← →  
 Electeds\*




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### The Bridge Builder

**Works the gap by:**


- Understanding that efficiency is one of four values if community building is the goal—cups matter
- Politics and administration are more than different roles, behaviors, and responsibilities—they are mindsets



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### Summary

- Bridging the gap is essential
- Cups matter
- Good politics is about values not right answers—stories matter (convey values)
- Do not ignore any value over time
- Democratic process is “messy”
- Politics/administration=ways of thinking
- Role of translator/bridge builder is critical
- Aligning governing body/staff expectations is crucial
- Difference between “representative” and “trustee”



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**Discussion Summary**  
**Governance in the City of Santa Clara**  
**City Council Districts**  
**January 2019**

The City of Santa Clara City Council and City Manager convened in a governance workshop on December 13, 2018. At this workshop, the City Council developed three guiding governance principles.

- *We all care about and will govern for the entire Santa Clara community.*
- *We will follow our Santa Clara ethical values.*
- *We will follow our council-manager form of government.*

The City Manager presented ten City Manager/City Council commitments and guidelines. The Council concurred with each of these.

- 1) City Manager and Council will plan strategically city-wide.
- 2) City Manager and staff will surface issues where plans, processes, resources, and other areas impacted may not be conducive to a district-focused response.
- 3) City Manager will work with the City Council on governance issues that advance the goals and priorities of Santa Clara.
- 4) City Manager will work with the City Council on governance issues that may constrain our growth.
- 5) City Manager will provide the same information to all members of Council.
- 6) City Manager will manage city-wide and speak up where there is tension, lack of resources, or other issues to be addressed.
- 7) Staff will work through the City Manager.
- 8) City Manager and Councilmembers will hold one-on-one meetings.
- 9) Councilmembers may communicate either directly with the City Manager or speak to Directors on specific issues. When the latter occurs, Directors are advised to let the City Manager know as soon as practical on the communication exchange. This enables the City Manager to track what is important to each Councilmember and for the City Manager to remain accountable.
- 10) City Council will consult the City Manager often to ensure the Council's actions align to administrative resources, protocols, and values.

The Council discussed several specific questions regarding districts, as follow.

Question	Discussion Summary
<b>What constitutes a “district issue?”</b>	<ul style="list-style-type: none"> <li>• Geographic boundaries (something in the district)</li> <li>• Land use issues</li> <li>• Neighborhood or individual issue</li> <li>• City systems are not set up to focus on districts</li> </ul>
<b>How will staff route calls from residents?</b>	<ul style="list-style-type: none"> <li>• Continue current practice</li> <li>• Systems do not allow to identify which district someone lives in</li> <li>• Councilmembers will tell staff if it is in district; will let the councilmember know</li> </ul>
<b>How will staff prioritize requests from Councilmembers?</b>	<ul style="list-style-type: none"> <li>• Continue existing process</li> </ul>
<b>Will the City Manager continue to provide information to the entire Council?</b>	<ul style="list-style-type: none"> <li>• Yes; current practice will continue</li> <li>• When a councilmember asks for a report, Deanna sends to full city council</li> </ul>
<b>If someone calls me and they are in another district, can I help them?</b>	<ul style="list-style-type: none"> <li>• Accept the call; give the councilmember a heads up – transparency – <b><i>“We all work together”</i></b></li> </ul>
<b>Can a Councilmember have monthly meetings open to anyone in the community?</b>	<ul style="list-style-type: none"> <li>• Yes (this is without staff assistance)</li> </ul>
<b>How will staff handle it if Councilmembers want to have “town halls” in their districts?</b>	<ul style="list-style-type: none"> <li>• Discuss this question during January priority setting session (e.g., how often, what topics, put districts together, or not when to conduct, logistics, staffing, should Mayor lead the meeting, etc.)</li> <li>• Concern about staff capacity</li> </ul>
<b>On NextDoor, should Councilmembers only communicate with the people in their district?</b>	<ul style="list-style-type: none"> <li>• No; continue current practice</li> </ul>
<b>Should the Mayor call on the Councilmember from a district where a project is located to speak first?</b>	<ul style="list-style-type: none"> <li>• Optional based on the Councilmember’s preference</li> <li>• The Councilmembers is to let the Mayor know if he or she wishes to speak first</li> </ul>
<b>How can the Mayor help individual Councilmembers?</b>	<ul style="list-style-type: none"> <li>• Be accessible and available</li> <li>• Accompany councilmembers in districts</li> </ul>
<b>Does the city council want to be reflected by district?</b>	<ul style="list-style-type: none"> <li>• Yes; a plan for this (e.g., stationary, printed materials, agendas) will be prepared by staff</li> <li>• Add district numbers to plaques on the dais</li> </ul>





## Legislation Details (With Text)

<b>File #:</b>	19-592	<b>Version:</b>	1	<b>Name:</b>	
<b>Type:</b>	Consent Calendar	<b>Status:</b>		Agenda Ready	
<b>File created:</b>	5/3/2019	<b>In control:</b>		Council and Authorities Concurrent Meeting	
<b>On agenda:</b>	7/16/2019	<b>Final action:</b>			
<b>Title:</b>	Action on How to Present the City Council in City Facilities and on Documents				
<b>Sponsors:</b>					
<b>Indexes:</b>					
<b>Code sections:</b>					
<b>Attachments:</b>	1. 4-25-19 Report to Governance and Ethics Committee – Action on How to Present the City Council (e.g., sequence of listing Councilmembers and by Council				

Date	Ver.	Action By	Action	Result
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## REPORT TO COUNCIL

### SUBJECT

Action on How to Present the City Council in City Facilities and on Documents

### BACKGROUND

During the City Council Session on Governance held on December 13, 2018, the City Council discussed current protocols and procedures, as well as how the City Council will be presented on City facilities and documents. The City Council unanimously agreed that Council districts should be reflected in a visible way and that the listing will be determined by the City Manager. Given the absence of clear Council direction and the multiple options to select from, staff sought input from the Governance and Ethics Committee to provide a recommendation to the City Council regarding the presentation of the City Council in City facilities and on documents.

### DISCUSSION

At the Governance and Ethics Committee meeting held on April 25, 2019, the Committee reviewed options (Attachment 1) on how the City Council would be presented on letterhead, signature blocks for official documents, the City's website, as well as how the Council's portraits would be displayed at various City facility locations.

After deliberation by the Governance and Ethics Committee, the Committee recommended the following selections be forwarded to the full City Council for approval:

- 1. Letterhead - Option 3 (Council District Order)**  
Mayor, by district order and with the Councilmembers' districts listed next to their name
- 2. Signature Block - Option 3**  
Mayor, Vice Mayor, then by seniority on the City Council
- 3. Display of Council Portraits - Option 5 (Vice Mayor/Seniority Order)**  
Mayor, Vice Mayor, then by seniority on the City Council and with the Councilmembers'

districts listed next to their name

**4. City's Website - Option 3 (Council District Order)**

Mayor, by district order and with the Councilmembers' districts listed under their name

As part of the recommendation, the Committee asked that a district map with the Council's photographs indicating which district each Councilmember serves, be posted on the City's website.

**ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

**FISCAL IMPACT**

There is no fiscal impact to the City other than staff time.

**PUBLIC CONTACT**

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) <<mailto:clerk@santaclaraca.gov>> or at the public information desk at any City of Santa Clara public library.

**RECOMMENDATION**

Adopt the Governance and Ethics Committee's recommendations.

Reviewed by: Genevieve Yip, Staff Analyst I

Approved by: Deanna J. Santana

**ATTACHMENTS**

1. 4-25-19 Report to Governance and Ethics Committee - Action on How to Present the City Council (e.g., sequence of listing Councilmembers and by Council District) in City Facilities and on Documents



## Agenda Report

19-190

Agenda Date: 4/25/2019

### REPORT TO GOVERNANCE AND ETHICS COMMITTEE

#### SUBJECT

Action on How to Present the City Council (e.g., sequence of listing Councilmembers and by Council District) in City Facilities and on Documents

#### BACKGROUND

On December 13, 2018, the City Council held a Session on Governance to discuss the necessary components of a high performance governing body, assess the impacts of the new district election system, and enhance and strengthen the teamwork between the Council and staff. During the session, the City Council also discussed current protocols and procedures, as well as how the City Council's names are to be presented on City facilities and documents.

#### DISCUSSION

During the Council's discussion on current protocols and procedures, the City Council considered how Councilmembers' names would be listed on printed materials and on the City's website. They considered whether the listing should be prioritized by seniority, district, alphabetically, or by seat and if the Councilmembers' districts should be listed as well.

At the end of the discussion, the City Council unanimously agreed that Council districts should be reflected in a visible way and that the listing will be determined by the City Manager. Given the absence of clear Council direction and the multiple options to select from, the City Manager would like the Governance and Ethics Committee to provide a recommendation to the City Council regarding the presentation of the City Council in City facilities and on documents.

Below are possible options for consideration with the Mayor being listed first in each option:

#### **Letterhead**

1. **Alphabetical Order** - Mayor, by alphabetical order of Councilmembers' last names (Current)
2. **Vice Mayor/Alpha Order** - Mayor, Vice Mayor, then by alphabetical order of Councilmembers' last names
3. **Council District Order** - Mayor, by district order and with the Councilmembers' districts listed next to their name
4. **Councilmember Seniority Order** - Mayor, by seniority on the City Council and with the Councilmembers' districts listed next to their name
5. **Vice Mayor/Seniority Order** - Mayor, Vice Mayor, then by seniority on the City Council and with the Councilmembers' districts listed next to their name

#### **Signature Block for Official Documents**



1. Mayor, Vice Mayor, then by alphabetical order of Councilmembers' last names (Current)
2. Mayor, Vice Mayor, then by district order
3. Mayor, Vice Mayor, then by seniority on the City Council

### Display of Council Portraits

(Currently, there's no consistent display across various City locations.)

1. **Alphabetical Order** - Mayor, by alphabetical order of Councilmembers' last names and with the Councilmembers' districts listed under their name
2. **Vice Mayor/Alpha Order** - Mayor, Vice Mayor, then by alphabetical order of Councilmembers' last names and with the Councilmembers' districts listed under their name
3. **Council District Order** - Mayor, by district order and with the Councilmembers' districts listed under their name
4. **Councilmember Seniority Order** - Mayor, by seniority on the City Council and with the Councilmembers' districts listed under their name
5. **Vice Mayor/Seniority Order** - Mayor, Vice Mayor, then by seniority on the City Council and with the Councilmembers' districts listed under their name

### City's Website

1. **Alphabetical Order** - Mayor, by alphabetical order of Councilmembers' last names and with the Councilmembers' districts listed under their name and title
2. **Vice Mayor/Alpha Order** - Mayor, Vice Mayor, then by alphabetical order of Councilmembers' last names and with the Councilmembers' districts listed under their name and title
3. **Council District Order** - Mayor, by district order and with the Councilmembers' districts listed under their name and title (Current)
4. **Councilmember Seniority Order** - Mayor, by seniority on the City Council and with the Councilmembers' districts listed under their name and title
5. **Vice Mayor/Seniority Order** - Mayor, Vice Mayor, then by seniority on the City Council and with the Councilmembers' districts listed under their name and title

After deliberation by the Governance and Ethics Committee, staff will bring the Governance and Ethics Committee recommendation to the full Council.

### ENVIRONMENTAL REVIEW

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(b)(5) in that it is a governmental organizational or administrative activity that will not result in direct or indirect changes in the environment.

### FISCAL IMPACT

There is no fiscal impact other than staff time.

### PUBLIC CONTACT

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a

Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) <<mailto:clerk@santaclaraca.gov>> or at the public information desk at any City of Santa Clara public library.

**RECOMMENDATION**

Staff makes no recommendation on the presentation of the City Council in City Facilities and on Documents.

Reviewed by: Walter Rossmann, Chief Operating Officer

Approved by: Deanna J. Santana, City Manager

## CITY OF SANTA CLARA CITY COUNCIL GOVERNANCE WORKSHOP – SEPT 5, 2019

### WORKSHOP PLANNING INPUT FROM MEMBERS OF COUNCIL

#### 1. Comments on experience of working with districts so far:

- It has gone smoothly; all Councilmembers are looking at the whole city
- Community members don't know who their district representatives are
- Some concern that councilmembers need to stay within the council/manager form of government and not go around the city manager
- Some residents are unhappy they can only vote for one person (their district representative) vs the old system
- Next March 2020 will be a ballot measure and that will be confusing to people
- Still get calls from citizens in other districts; haven't seen much of a distinction in the community due to districts
- Some politics have entered on projects due to districts
- Decisions we make will affect the entire city
- Some concerns about "kingdom building"
- Some potential for misunderstanding about communicating on issues
- Community members will point out the district Councilmember needs to represent them
- Councilmembers need to understand they are accountable to their districts

#### 2. Comments on impact of the district system on communications:

- No real change in communications with the community
- Some councilmembers noted they have more communications with staff because of being more focused on the district
- More people are using the MySantaClara app and the City is using NextDoor to get info out which helps, but there are also people not online and it is important to reach them as well

#### **What to discuss at the workshop:**

*Note: See separate document that provides more detail about each of the items.*

#### 1. Discuss the 3 principles to make sure the entire Council has the same understanding of each of them.

- The ethics principle would be reviewed as a refresher.
- Discuss combining governing for the entire community with caring about and paying attention to individual districts; call out that the whole Council is in charge of stadium, SV Power, convention center – those are still our responsibilities
- Do a refresher on council/manager form of government

2. **Comments about the commitments/norms:** Councilmembers noted that most of the listed commitments would benefit from discussion and/or clarification. Also, some new ones were suggested for discussion. They are all contained in the companion handout shown in a table format. *Examples of items for discussion are the following:*
- Discuss priority setting
  - Managing expectations regarding capacity
  - Clarifying city manager's expectations regarding communicating with staff (what should be the protocol)
  - Asking questions advance of Council meetings so staff can be well prepared
  - Confidentiality out of closed session
  - Disseminating information about city events
3. **Comments about procedures:** Councilmembers noted that most of the listed procedures would benefit from discussion, and some new ones were suggested for discussion. They are all contained in the companion handout shown in a table format. *Examples of items for discussion are the following:*
- What constitutes a district issue since our decisions are citywide; land use is not a district issue
  - How to decide where to hold city town hall meetings
  - Procedure for routing calls to councilmembers
  - Should we have a FB page for our district and should we coordinate with staff, or just fully responsible
  - What staff support can be provided to councilmembers for meetings in districts
  - Can Deanna's blog include what is going on in the districts
  - How does staff prioritize requests from council (what is the procedure)

