



**City Council
Session on
Governance**

December 13, 2018



**City of
Santa Clara**
The Center of What's Possible

Welcome













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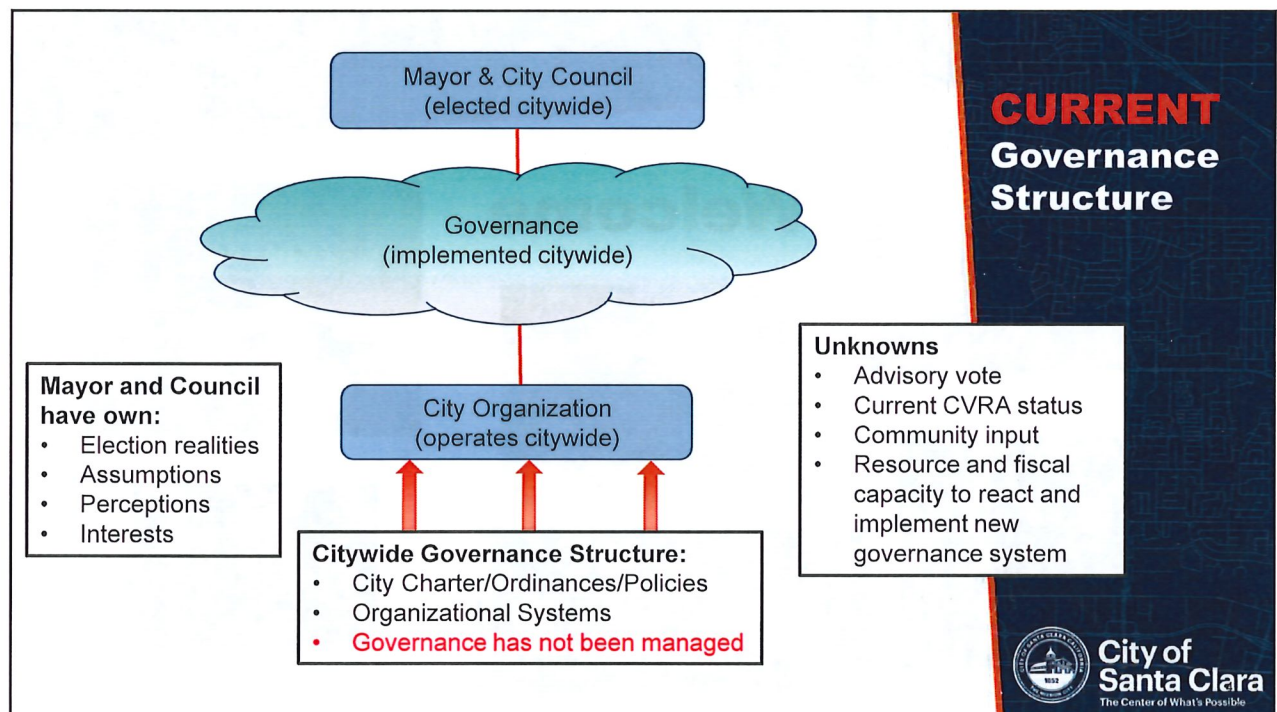
POST MEETING MATERIAL

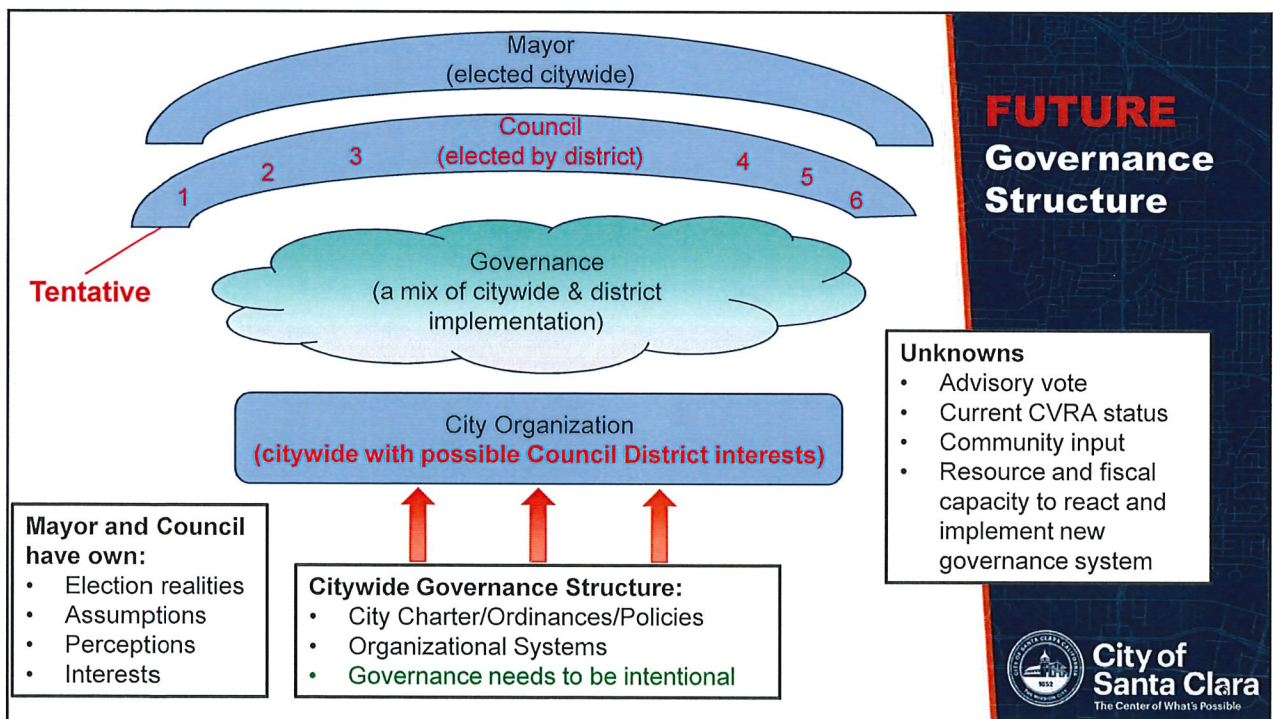
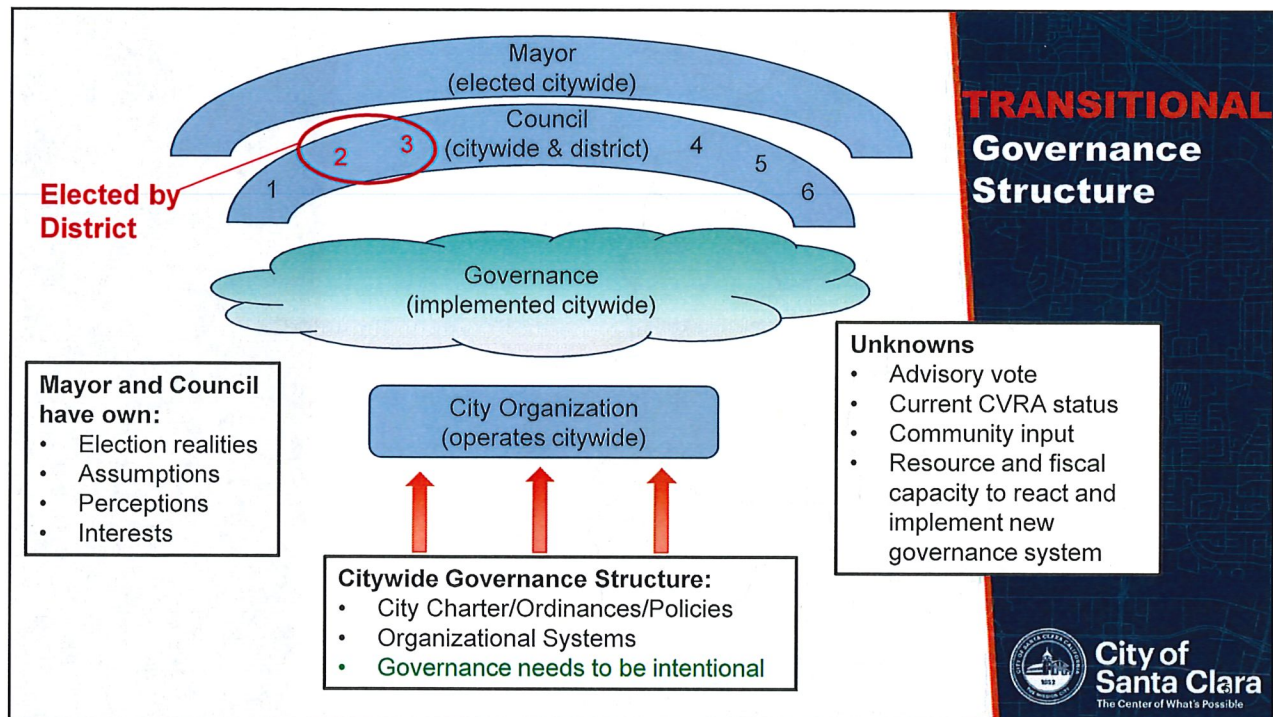


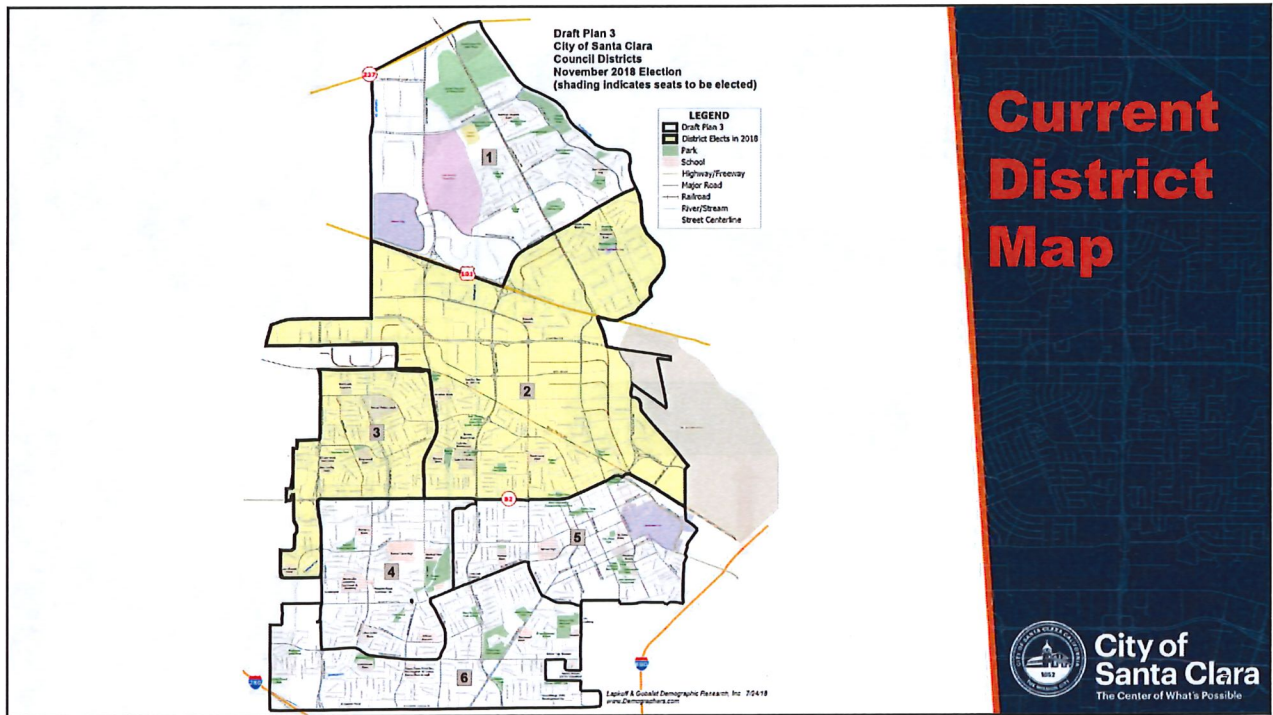
Comments from City Manager Deanna Santana

- We want 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

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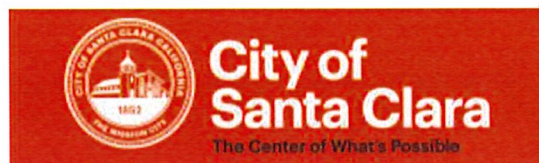






12/13/18

18-1548



City of Santa Clara

City Council Session on Governance

December 13, 2018

Council Chamber

9:30 am – 4:00 pm



POST MEETING MATERIAL

Today's Agenda

- ❖ **Morning:** Discuss high performance governance – bridging the gap between political acceptability and operational sustainability

Lunch break

- ❖ **Afternoon:** Determine how we want to govern within the new system, including answering specific questions and establishing written principles or guidelines

- ❖ Wrap up and review next steps

**Teamwork
Makes the
City Work**

Workshop Ground Rules

- ✓ Listen to understand each other's point of view
- ✓ Seek consensus
- ✓ Assume good intent
- ✓ Speak up if we need course correction
- ✓ Stay focused



Bike Rack

- Things to discuss at another time will be tracked separately
- Time management tool



Overview of Today's Workshop



Goals and Objectives for Today

- **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

Opportunity to
be **Intentional**
About How This
Council Wants
to Govern

Themes from Council Interviews

- ✓ Need to focus on Santa Clara as a whole
- ✓ Can pay special attention to needs of our districts – but always in light of what is best for the entire city
- ✓ Big issues are citywide and regional (traffic, housing, etc.)
- ✓ City is only 18 square miles with population of 129,000 – slightly more than the size of one council district in San Jose (our districts ≈ 20,000 people each)
- ✓ Ethics must always drive our decisions
- ✓ Look for “low hanging fruit” to take care of small things in our districts
- ✓ Don’t micromanage the districts or try to do staff’s job
- ✓ Some members of public are confused about the authority of individual Councilmembers
- ✓ Need to educate the public about their access to all Councilmembers
- ✓ Could have a six-month check in

Specific Questions to be Answered Today

1. What constitutes a “district issue”?
2. How will staff route calls from residents?
3. How will staff prioritize requests from Councilmembers?
4. Will the City Manager continue to provide information to the entire Council?
5. If someone calls me and they are in another district, can I help them?
6. Can a Councilmember have monthly meetings open to anyone in the community?
7. How will staff handle it if Councilmembers want to have “town halls” in their districts?
8. On NextDoor, should Councilmembers only communicate with the people in their district?
9. Should the Mayor call on the Councilmember from a district where a project is located to speak first?
10. How can the Mayor help individual Councilmembers?
11. How do we guard against ethical problems like trading votes?



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

John Nalbandian

University of Kansas

Nalband@ku.edu

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

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)

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

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?

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.

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.

Themes from Quarterly Management Team Meeting

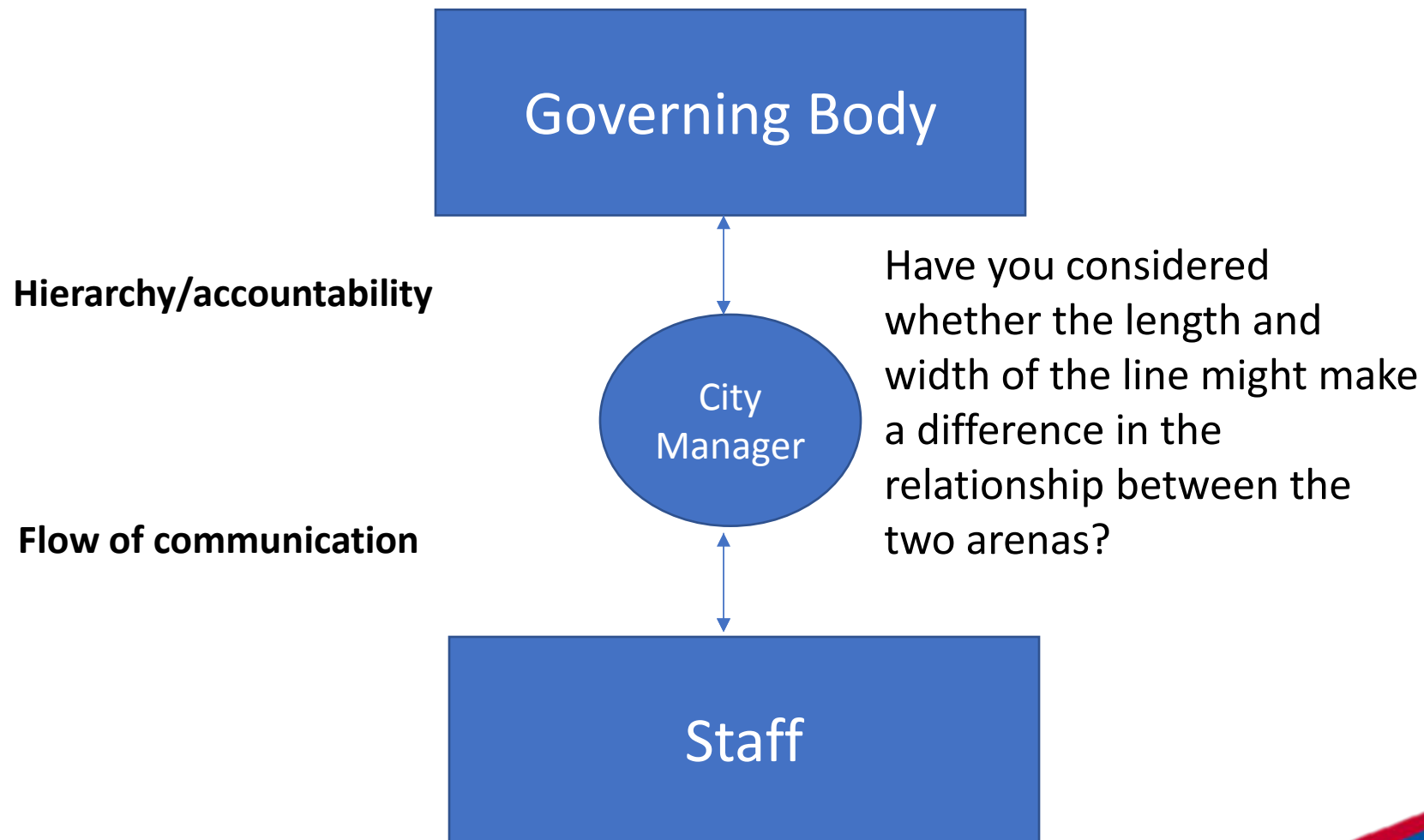
October 26, 2018

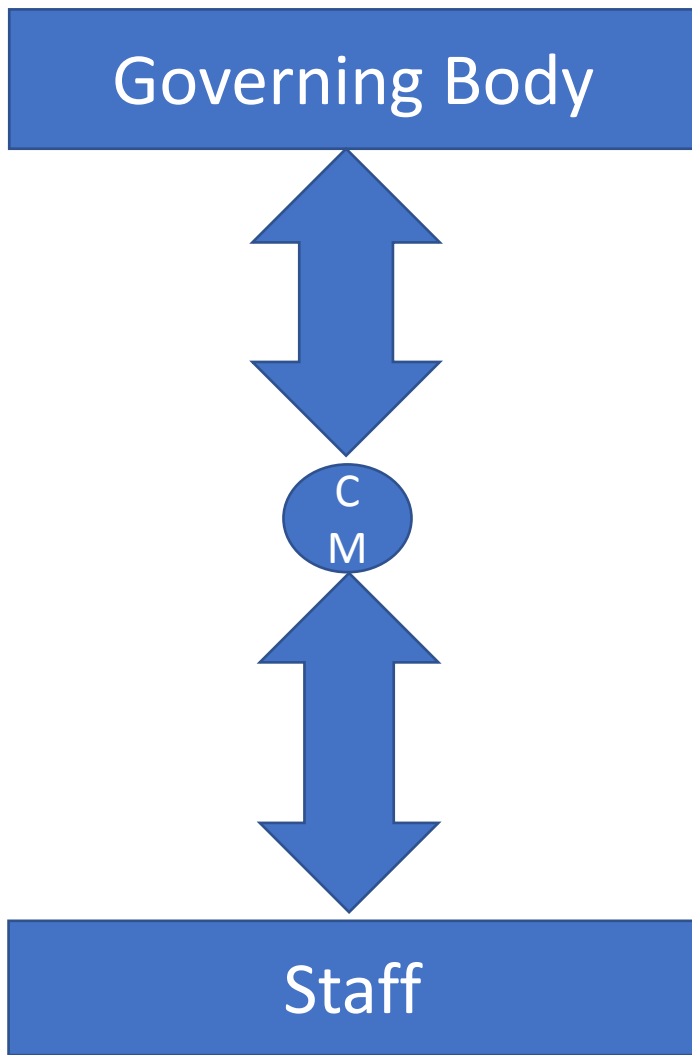
- The Management Team also identified some issues that may arise in this new governance system, including:
- Development of “mini-mayors”
 - Potential competition between the districts of the Councilmembers for resources and possible inequity
 - How data is collected and distributed and whether it will 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.

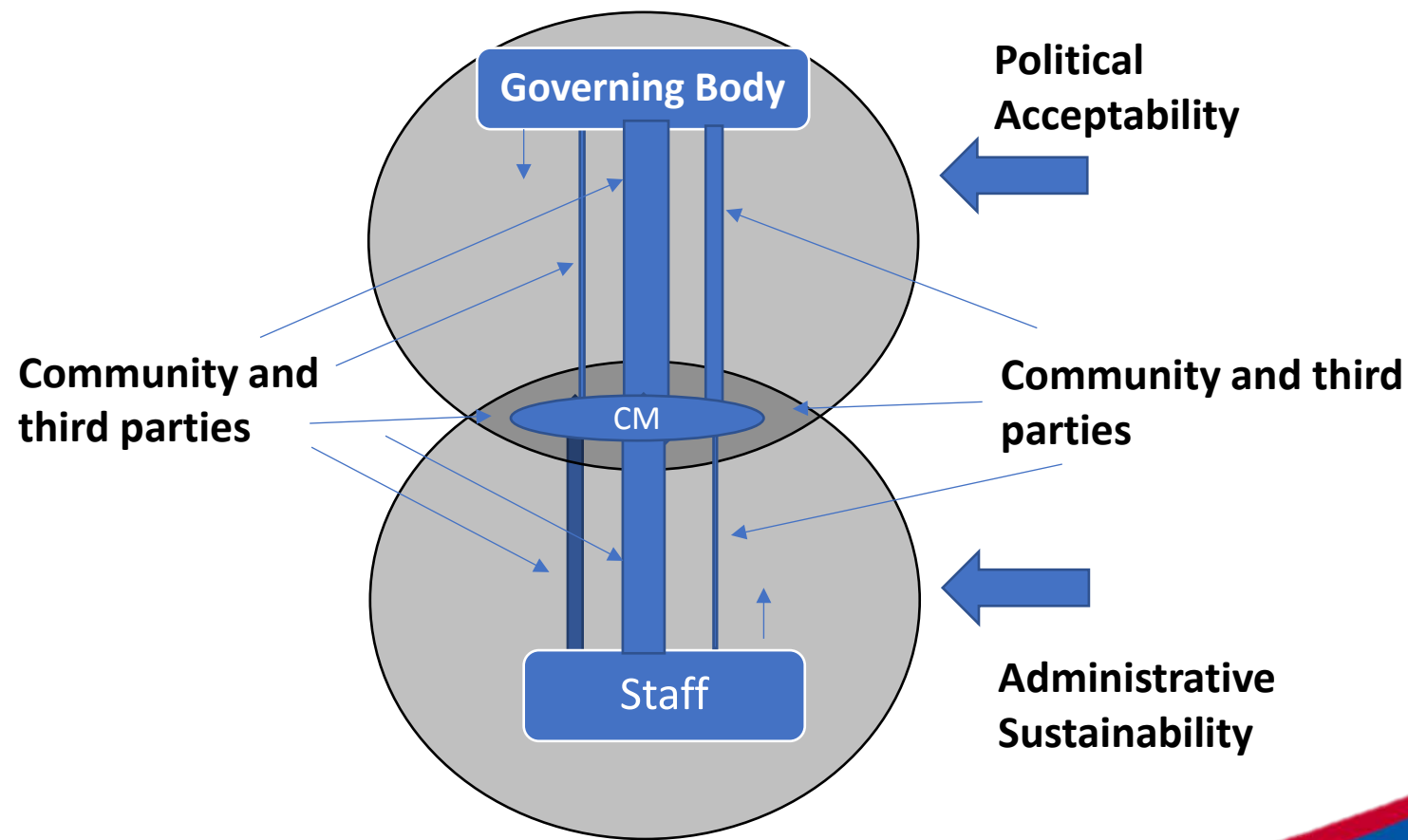


Outline

- **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









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	<p>"What do you hear?"</p> <ul style="list-style-type: none">■ Passion■ Dreams■ Stories	<p>"What do you know?"</p> <ul style="list-style-type: none">■ 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*



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



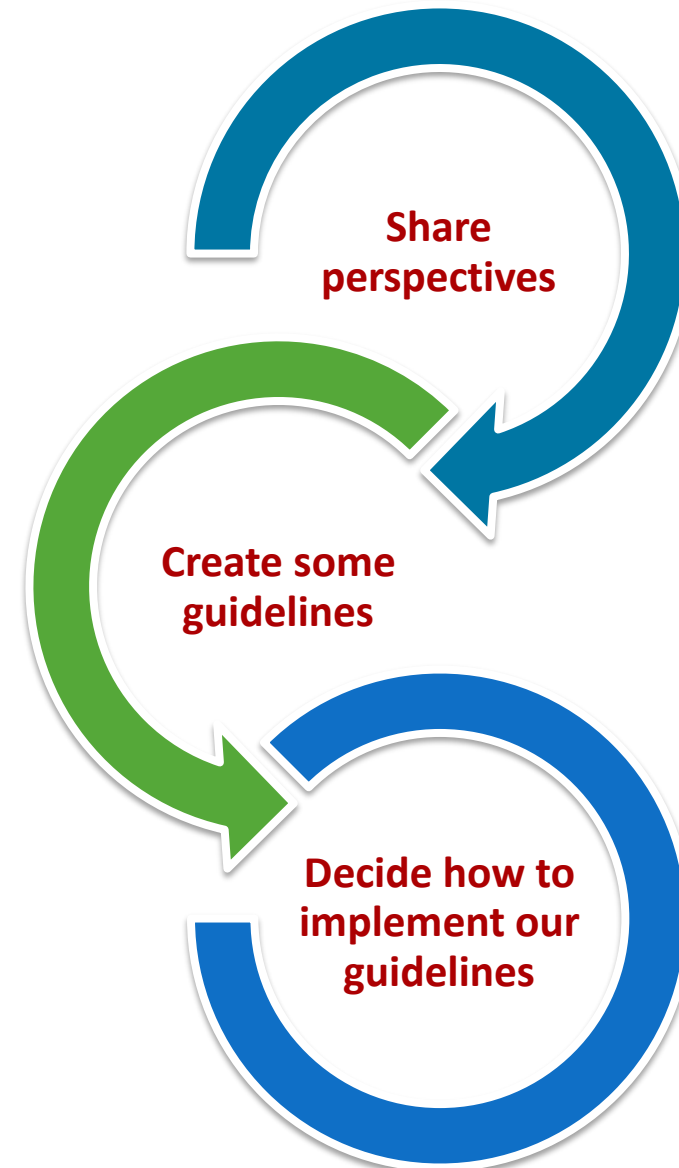
Summary

- 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”

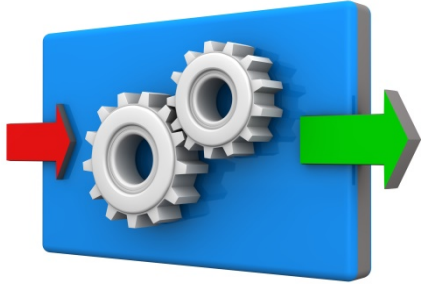
Lunch



How Will We Govern?



Share Perspectives

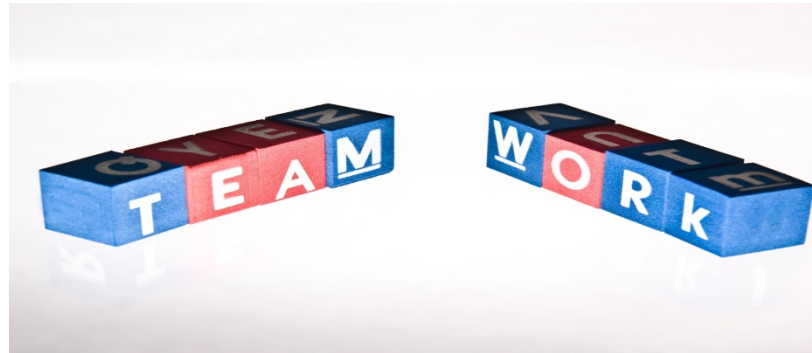


1. What **principles and practices** have helped us in our governance system to be the high performance city that we are? What could pose a **threat**?
2. What are **community members** likely to expect from Councilmembers elected by district?
 - *How is that **different** or the **same** from what they expect now from Councilmembers?*
3. What may be **improved** in our city government with our new system?

Share Perspectives (continued)

4. What **do we need** to be successful in our roles?

- From **each other** on Council?
- In our relationships with the **City Manager** and staff?
- What do the City Manager and staff need **from Councilmembers**?



What Guidelines Will Help Our Governance?

1. What overall principles should we follow?
2. What protocols will remain the same?
3. What changes in protocols should change?



GUIDELINES

District-Related Questions

1. What constitutes a “district issue”?
2. How will staff route calls from residents?
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City Manager/Council Commitments and Guidelines

1. City Manager will surface issues about governance when plans, processes, resources, and other areas impacted may not be conducive to a district-focused response, but more city-wide
2. City Manager and Council will plan strategically city-wide.
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. Acknowledging that a broad spectrum of governance implications exist and that they all matter (e.g., meeting protocols, budget)

City Manager/Council Commitments and Guidelines

9. City Manager and Councilmembers to hold 1:1 meetings.
10. 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.
11. City Council will consult the City Manager often to ensure the Council's actions align to administrative resources, protocols, and values.
12. Citywide vs. Districts?
 - Council meeting protocols?
 - Land use decisions?
 - Service requests?
 - District generated reports?
 - Budget?

Implementing Our Council Governance Guidelines

- How do we want to **record** our Council governance guidelines?
- **Revisiting** our guidelines
 - ✓ Six-month check in to see how we are doing and if we want to make any changes



You Are Creating The Future



“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 Scharr, futurist

Wrap Up and Next Steps

- What was important about today to you?
- Closing comments
- Evaluation





Thank you!

Dr. John Nalbandian, University of Kansas
Jan Perkins, Senior Partner, Management Partners

