City Council Governance Guide

2015-2016
(Rev June 10, 2015)

The City

GOVERNANCE means . . .
- **Listening to the citizens**
- **Anticipating and focusing issues**
- **Determining vision and values**
- **Decision making on direction and resources**
- **Setting the "tone" for the city**
- **Monitoring staff performance**
- **Educating the citizenry**
- **Mobilizing support in the community**

MANAGEMENT means . . .
- **Analyzing issues**
- **Developing professional recommendation**
- **Decision making on programs and resources**
- **Setting the "tone" for the organization**
- **Developing programs and systems**
- **Determine implementation plans and strategies**
- **Educating and developing employees**
- **Evaluating and adjusting performance**

SERVICE DELIVERY means . . .
- **Developing operational plans and tactics**
- **Organizing the work unit**
- **Implementing decisions and programs**
- **Responding to citizen problems**
- **Maintaining equipment and facilities**
- **Providing quality services and products**
- **Developing work unit and employees**
- **Evaluating services and citizen impact**

City Council (Board of Directors) Responsibility

The council-manager form of government is similar to that of a private corporation where the stockholders (citizens) elect a board of directors which then hires a CEO (City Manager) to run the company. The City Council serves as the legislative body and sets policy that determines the broad functions of the city government. The City Manager as CEO is responsible for directing the programs of the city in accordance with ordinances, rules and regulations adopted by council

OVERVIEW

1. **Determine City Core Businesses**

2. **Define Vision and Goals**

3. **Establish Annual Agenda**

4. **Make Policy Decisions**

5. **Listen to Community – the Stakeholders**

6. **Be an Advocate**

7. **Delegate to City Staff**

8. **Monitor Performance and Results**

9. **Set the "Corporate" Tone**

12 Points of an Effective
Mayor and City Council

1. **Focus on and use Mission, Vision, Goals and Priority**
   - Define the city's preferred future
   - Establish outcome-based goals
   - Think about value to the community
   - Use to allocate resources, to develop plans and policies, to invest in future

2. **Make Timely and Courageous Decisions**
   - Use vision, goals and priorities to make decisions
   - Seek and use input from community and city staff
   - Evaluate options through committees and work sessions
   - Decide on what is "best for the city"

3. **Provide Clear Direction and Expectations**
   - Obtain clear closure
   - Define outcomes, measures of success and time frames
   - Delegate assignments to Boards and Commissions, and to city staff
   - Summarize and test closure to make sure everyone has the same understanding

4. **Negotiate**
   - Know your own bottom line
   - Look for common ground and areas of agreement first
   - Use work session and committees to negotiate
   - Win with grace, lose with grace

5. **Treat Others with Respect**
   - Be courteous, polite and trustworthy – avoid personal attacks
   - Deliver on your commitments
   - Act within your defined roles
   - Value the contributions of others

6. **Have Open Communication**
   - Communicate using direct, open messages
   - Keep everyone informed and avoid surprises or hidden agendas
   - Listen and understand before judging
   - Use simple and focused messages that people can remember

7. **Monitor Performance**
   - Obtain regular progress updates/status reports
   - Meet annually to review and refine direction
   - Evaluate the outcome and actions, and make modifications
   - Take responsibility for the actions and be accountable for the results

8. **Have a Community Presence**
   - Be accessible to the citizens and community
   - Go into the community beyond your political supporters
   - Take time to develop effective working relationships with community partners
   - Be a positive advocate for the city

9. **Act as a Board of Directors**
   - Know your community
   - Focus on providing policy direction
   - Delegate clear responsibility to the city manager as the CEO
   - Avoid micromanaging and the daily operations

10. **Think Strategically**
    - Institutionalize the goal setting process
    - Identify key partners who can bring resources to the table
    - Define alternative routes and steps to the destination – the vision
    - Keep the "big" picture in mind

11. **Align the City Organization**
    - Appoint individuals to Boards and Commissions who share Council's passion for the city and vision for the future
    - Define the core values to guide "how the city should operate and be managed"
    - Appoint "the" city manager for your city
    - Hold others accountable for their behaviors, actions and results

12. **Share Success and Celebrate**
    - Communicate "Our City Success" in terms that the average citizen understands
    - Use celebrations that create positive memories; that celebrate the value the city has added to people's lives
    - Recognize others who have contributed to the city's success
    - Remember people want to be associated with success

Policy Discussion Guide

<u>THINK ABOUT</u> . . .
- **Is it consistent with OUR MISSION and VISION?**
- **Does it contribute to achieving OUR GOAL?**
- **Is it a RESPONSIBILITY OF THE CITY?**
- **Does it ADD VALUE TO CITIZEN'S LIVES?**
- **Is it BEST FOR OUR CITY?**

(Avoid Starting with Solutions/Actions)

<u>FOCUS ON</u> . . .
- **Solutions and Outcomes**
- **Future needs of city**
- **Parameters/Guidelines for Policy Development**
- **Expectations**

Mayor-Council Success Statements
Criteria for Judging Performance

1. **No Carryover from Issue to Issue**

2. **Decisions Based on Community Benefit, Not Political Advantage**

3. **Each Council Member has a Voice and Contributes**

4. **Respect Each Other's Perspective and Styles**

5. **Staff Produces Results Consistent with Council Vision, Goals and Direction**

6. **Clear Goals and Direction – Well Defined and Consistent**

7. **Positive, Enthusiastic Manner by Mayor and Council**

8. **Act in a Professional Manner with Ethics and Integrity**

9. **Make a Decision and Support It – One Voice to the Community**

10. **Open Communication Among Mayor, City Council and Staff**

11. **Open to New Ideas and Creative Thinking**

12. **Citizens Feeling Council is Effective; Pride and Trust in Mayor and City Council**

13. **Work as a Team**

14. **Respect and be Sensitive to Citizen Needs**

15. **Explain City Actions and Decisions to Citizens**

16. **Agree to Disagree Over Differences: Information, Goals, Actions, Values**

Mayor and Council House Rules: Code of Conduct

- **Treat Everyone with Respect, No Personal Attacks**

- **Focus on Policy Issues, Not on Personalities or Micromanaging**

- **Consider an Issue, Debate it, Vote on it, Move On to Next Issue**

- **Be Brief and Concise, Focus Comments for Item Under Consideration**

- **Be Guided by "Best for Plano", Not a Political Agenda**

- **Listen before Judging or Taking Action; Avoid "Boxing In" People or Stereotyping**

- **Look for Common Goals and Points First, rather than Looking for Differences**

- **Agree to Disagree, No Need to Over-Talk an Issue**

- **Be Clear on Directions, Follow Plans, and Support City Policies**

Mayor and City Council Protocol
Operating Guidelines

Protocol 1: **Simple Information (Easily Available)**

    Contact: City Manager, Deputy/Assistant City Manager
    Method: Use Email or Phone
    Guideline: Give Clear Expectations
    Outline Information Desired
    State Your Timeframe

Protocol 2: **Research a Topic**

    Contact: City Manager, Deputy/Assistant City Manager
    Guideline: Future Council Agenda Item for Direction to City Mgr.

Protocol 3: **Citizen Service Request**

A. First Contact
    Advise City Manager of the Request
    Council Member Notified of City's Action
    Inform Citizen the Request has been forwarded
    Information on the Response Goes to All Council

B. Unsatisfactory Contact
    Contact City Manager
    Information: Contact with Background on Issue
    If You Know the Answer, Inform the Citizen

Protocol 4: **Council Meeting Agenda**

    Contact: Contact City Manager or City Attorney
    Method: Email or Phone
    Guideline: Questions on Agenda Items should be provided to City Manager prior to the meeting so responses can be provided in a timely manner.
    Result: City Manager/City Attorney will share questions and answers with Council.

    For Items to be placed on the Agenda it requires two Council Members or the Mayor.

Protocol 5:   **Council Policy Initiative**
       Contact: Contact the Mayor and City Manager for Discussion

Protocol 6:   **Communications: Council and Staff**

Communications from City Staff goes to Mayor and all Council Members through City Manager's Office

Communications from Mayor and Council to Staff goes to City Manager and not directly to Staff

Protocol 7:   **Employee Contact**
    A. Employee Initiated
          Send to City Manager
    B. Council Initiated
          Beware of Legal Violations (State Law)

Protocol 8:   **Emails**
- If you Respond, Advise City Manager
- If Directed to Mayor & Council, the Mayor will Respond "on behalf of" Mayor & Council
- Each Individual has their Choice on:
    - Whether or Not to Respond
    - Method of the Response

Protocol 9:   **Information Contacts vs. Negotiating**
- Vendor
- Developer
- Board/Commission
    - Listen
    - Avoid Response

EXPECTATIONS

Mayor

1. **Be the Leader – Help Address the Issue**

2. **Share Recognition with All Council Members**

3. **Serve as the Mayor for All**

4. **Be the 1st Leader for the City**

5. **Conduct Professional Meetings**

6. **Provide a Clear Vision, Push Agenda to Achieve the Vision**

7. **Ask Council – What Do You Want to Do?**

8. **Ask Questions about Direction**

9. **State Your Ideas, Opinions, Vision**

10. **Represent the City in the Community and to the Outside World**

11. **Communicate with Each Other**

12. **Serve as Ceremonial Head**

EXPECTATIONS

City Council

1. Follow the "House Rules"

2. Bring Up Agenda Items for Discussion

3. Keep Other Council Members Involved

4. Share Information with All Council Members

5. Make Decisions Based upon what is
   "Best for the Plano Community"

EXPECTATIONS

Council Liaison to Boards and Commissions

1. **Maintain Communications with Chair & Staff Liaison**

2. **Know the Purpose of the Board/Commission**

3. **Communicate the role of the Board to its members**

4. **Review Agenda and Reports**

5. **Serve as a Trouble-Shooter**

6. **Interface between Commission and Council**

7. **Identify Policy Changes**