



**TOWN OF LOS GATOS
SPECIAL MEETING OF THE TOWN COUNCIL
COUNCIL RETREAT AGENDA
MARCH 05, 2022 - 10:00 A.M.
15900 LOS GATOS BLVD, EOC ROOM
LOS GATOS, CA**

Rob Rennie, Mayor

Maria Ristow, Vice Mayor

Mary Badame, Council Member

Matthew Hudes, Council Member

Marico Sayoc, Council Member

PARTICIPATION IN THE PUBLIC PROCESS

How to participate: The Town of Los Gatos strongly encourages your active participation in the public process, which is the cornerstone of democracy. If you wish to speak to an item on the agenda, please follow the Participation instructions on page 2 of this agenda. The time allocated to speakers may change to better facilitate the Town Council meeting.

Effective Proceedings: The purpose of the Town Council meeting is to conduct the business of the community in an effective and efficient manner. For the benefit of the community, the Town of Los Gatos asks that you follow the Town's meeting guidelines while attending Town Council meetings and treat everyone with respect and dignity. This is done by following meeting guidelines set forth in State law and in the Town Code. Disruptive conduct is not tolerated, including but not limited to: addressing the Town Council without first being recognized; interrupting speakers, Town Council or Town staff; continuing to speak after the allotted time has expired; failing to relinquish the podium when directed to do so; and repetitiously addressing the same subject.

Deadlines for Public Comment and Presentations are as follows:

- Persons wishing to make an audio/visual presentation on any agenda item must submit the presentation electronically, either in person or via email, to the Clerk's Office no later than 3:00 p.m. on the day of the Council meeting.
- Persons wishing to submit written comments to be included in the materials provided to Town Council must provide the comments as follows:
 - For inclusion in the regular packet: by 11:00 a.m. the Thursday before the Council meeting
 - For inclusion in any Addendum: by 11:00 a.m. the Monday before the Council meeting
 - For inclusion in any Desk Item: by 11:00 a.m. on the day of the Council Meeting

Town Council Meetings Broadcast Live on KCAT, Channel 15 (on Comcast) on the 1st and 3rd Tuesdays at 7:00 p.m.

Rebroadcast of Town Council Meetings on the 2nd and 4th Mondays at 7:00 p.m.

Live & Archived Council Meetings can be viewed by going to:

www.LosGatosCA.gov/TownYouTube

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE CLERK DEPARTMENT AT (408) 354-6834. NOTIFICATION 48 HOURS BEFORE THE MEETING WILL ENABLE THE TOWN TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING [28 CFR §35.102-35.104]

SPECIAL MEETING OF THE TOWN COUNCIL – COUNCIL RETREAT AGENDA
MARCH 05, 2022 – 10:00 A.M.
15900 LOS GATOS BLVD, EOC ROOM, LOS GATOS, CA

PARTICIPATION

To provide oral comments in real-time during the meeting:

- **Zoom webinar:** Join from a PC, Mac, iPad, iPhone or Android device: Please click this URL to join: <https://losgatosca-gov.zoom.us/j/85898645539>. Passcode: 643733. You can also type in 858 9864 5539 in the “Join a Meeting” page on the Zoom website at <https://zoom.us/join>.
- **Join by telephone:** Join by Telephone: Dial: USA 877 336 1839 US Toll-free or 636-651-0008 US Toll. Conference code: 969184

When the Mayor announces the item for which you wish to speak, click the “raise hand” feature in Zoom. If you are participating by phone on the Zoom app, press *9 on your telephone keypad to raise your hand. If you are participating by calling in, press #2 on your telephone keypad to raise your hand.

When called to speak, you will be asked to provide your full name and your town/city of residence. This identifying information is optional and not a requirement for participation. Please limit your comments to three (3) minutes, or such other time as the Mayor may decide, consistent with the time limit for speakers at a Council meeting. If you wish to speak to an item or items on the Consent Calendar, please state which item number(s) you are commenting on at the beginning of your time.

If you are unable to participate in real-time, you may email to PublicComment@losgatosca.gov the subject line “Public Comment Item #__” (insert the item number relevant to your comment) or “Verbal Communications – Non-Agenda Item.” Comments received by 11:00 a.m. the day of the meeting will be reviewed and distributed before the meeting. All comments received will become part of the record.

RULES OF DECORUM AND CIVILITY

To conduct the business of the community in an effective and efficient manner, please follow the meeting guidelines set forth in the Town Code and State law.

The Town does not tolerate disruptive conduct, which includes but is not limited to:

- Addressing the Planning Commission without first being recognized;
- Interrupting speakers, Planning Commissioners, or Town staff;
- Continuing to speak after the allotted time has expired;
- Failing to relinquish the microphone when directed to do so;
- Repetitiously addressing the same subject.

Town Policy does not allow speakers to cede their commenting time to another speaker. Disruption of the meeting may result in a violation of Penal Code Section 403.

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SPECIAL MEETING OF THE TOWN COUNCIL – COUNCIL RETREAT AGENDA
MARCH 05, 2022 – 10:00 A.M.
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MEETING CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

RETREAT OVERVIEW

[i.](#) Council Retreat

VERBAL COMMUNICATIONS FOR ITEMS ON THE AGENDA *(Members of the public are welcome to address the Town Council on any matter that is listed ON the agenda. This is the only opportunity for public comments at this retreat. To ensure the Council can complete its retreat in a timely fashion and unless additional time is authorized by the Mayor, this portion of the agenda is limited to 30 minutes and no more than three (3) minutes per speaker. In the event additional speakers were not able to be heard during the initial Verbal Communications portion of the agenda, an additional Verbal Communications will be opened prior to adjournment.)*

WARM UP EXERCISE

TOWN COUNCIL STRENGTHS

DECISION MAKING STYLES OF EACH COUNCIL MEMBER

TOWN COUNCIL VISIONS

VALUES, NORMS, AND PRINCIPLES

WRAP UP AND NEXT STEPS

ADJOURNMENT

Writings related to an item on the Town Council meeting agenda distributed to members of the Council within 72 hours of the meeting are available for public inspection at the front desk of the Los Gatos Town Library, located at 100 Villa Avenue, and are also available for review on the official Town of Los Gatos website. Copies of desk items distributed to members of the Council at the meeting are available for review in the Town Council Chambers.

Note: The Town of Los Gatos has adopted the provisions of Code of Civil Procedure §1094.6; litigation challenging a decision of the Town Council must be brought within 90 days after the decision is announced unless a shorter time is required by State or Federal law.



**TOWN OF LOS GATOS
COUNCIL AGENDA REPORT**

MEETING DATE: 03/05/2022

ITEM NO: i

DATE: February 28, 2022
TO: Mayor and Town Council
FROM: Laurel Prevetti, Town Manager
SUBJECT: Council Retreat

REMARKS:

Council retreats have long been a tradition of the Los Gatos Town Council and a tool of other high performing Councils. The Council deserves recognition for taking the time to meet in a retreat setting on March 5. The retreat will be facilitated by former Town/City Manager Debra Figone and Communications Professor Dr. Shawn Spano. An annotated agenda is included in Attachment 1 with detail about the activities of the day.

The agenda was informed by pre-retreat interviews conducted by the facilitators with most of the Town Council. A summary of the interviews can be found in Attachment 2.

The overall purpose of the retreat is the continuation of high performing Town Councils in Los Gatos. The three intended outcomes are to (1) understand existing Council strengths, (2) share decision making and visions for the future, and (3) develop Council values, norms, and principles.

The Town is fortunate to have a Code of Conduct Policy that identifies the basis of roles and expectations of the Council and its working relationships with staff, the media, and the public (Attachment 3). Depending on the Council's preference, the values, norms, and principles identified at the retreat could become an addendum or modification to the Code of Conduct Policy.

Good working relationships between the Council members and between the Council, Manager, and professional staff are a core component of high performing Councils. It is through these relationships that the governance structure can operate as effectively as possible in service to the community.

Reviewed by: Town Manager, Assistant Town Manager, and Town Attorney

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SUBJECT: Council Retreat

DATE: February 28, 2022

REMARKS (continued):

In addition to the facilitation the day of the retreat, Councilmembers may also find it useful to read about what others have to say about serving as an elected official and working with professional staff in the Council-Manager form of government. With that in mind, attached are three articles that you might find of interest (Attachments 4, 5, and 6).

The facilitators, Department Directors, Town Manager's Office staff, and I look forward to supporting you in having a productive conversation on Saturday.

FISCAL IMPACT:

The Town Council conducting a retreat has no fiscal impact.

ENVIRONMENTAL ASSESSMENT:

A Council retreat is not a project defined under CEQA, and no further action is required.

Attachments:

1. Annotated Retreat Agenda
2. Council Pre-Retreat Interviews Summary
3. Town Council Code of Conduct Policy
4. "The Campaign is Over: Aim for Exceptional"
5. "Attributes of Exceptional Councils"
6. "Authority Versus Power: A Key Distinction in the Council-Manager Form of Government"

Annotated Agenda
Los Gatos Town Council Retreat
March 5, 2022
10:00 a.m. – 2:00 p.m.

Desired Outcomes

- ✓ Understand existing Council strengths
- ✓ Share decision making and visions for the future
- ✓ Develop Council values, norms, and principles

Materials

- ✓ Pre-retreat interview summary
- ✓ Town Council Code of Conduct
- ✓ “After the Campaign is Over: Aim for Exceptional” (Western City article)
- ✓ “Attributes of Exceptional Councils” (Institute of Local Government article))
- ✓ “Authority versus Power” (Public Management article)

I. Set Retreat Context (10 minutes)

- Welcome – Mayor Rob Rennie and Town Manager Laurel Prevetti
- Preview agenda and format – Facilitators
 - Consider using first names during retreat
- Agreements for effective retreat communication:
 - Be present and engaged
 - Speak freely
 - Listen to understand
 - Challenge ideas, not the person
 - Maximize participation
 - Any additional agreements to add?

II. Public Comment (10 minutes)

III. Warm Up Exercise (20 minutes)

Councilmembers respond to these prompts:

- If you could only choose one vacation destination where would you pick and why?
- If you could meet any historical figure, who would you choose and why?
- What are two words that friends and family would use to describe you?
- If you could choose your age forever, what age would you choose and why?

IV. Council Strengths (25 minutes)

Council reviews and discusses the strengths that were identified in the pre-retreat interviews, with the opportunity to add items.

ATTACHMENT 1

V. Decision-Making Styles (40 minutes)

Council members share their approach to decision making, using one or more of these prompts as a guide:

- How would you describe your decision-making approach? That is, the process you go through when faced with an issue that Council will decide.
- What information and information sources are especially helpful in your decision-making?
- How important is it to you to get into the details of an issue vs. staying at a higher, policy level?
- Would you say you rely more on your analytical and quantitative skills or your gut-level, qualitative skills?
- How important is making site-visits and consulting with stakeholders and community members in your decision making?

VI. Council Visions (40 minutes)

Council reviews and discusses the visions that were identified in the pre-retreat interviews, with the opportunity to add items.

VII. Lunch (30 minutes)

VIII. Values, Norms, and Principles (60 minutes)

Council engages in a two-part post-it note exercise:

1. Each Councilmember will write the values, norms, and principles that they think should guide interaction and relationships between Councilmembers on post-it notes (one item per note). These will be displayed in the room, categorized by the facilitators, and discussed with Council.
2. Council will repeat the exercise by identifying the values, norms, and principles that should guide interaction and relationships between Council and staff

IX. Wrap Up and Next Steps (15 minutes)

- Summarize and affirm key points, agreements, and the next steps to finalize a Values, Norms, and Principles document.
- Mayor Rennie closes the retreat

Los Gatos Town Council Pre-Retreat Interview Summary

Context- In preparing for the Council Retreat, facilitators Shawn Spano and Debra Figone offered confidential one-on-one interviews to each Councilmember. A structured agenda and interview questions were provided. The purpose of the interviews was to tap into each participating Councilmember's interests, ideas, and aspirations for what they want in their relationships with each other, with the Town Manager, and with Town staff. The following is a summary of key interests and considerations that will be used to "jump start" the Council's retreat conversation; it is presented as a starting point. During the retreat, Council will build upon these individual thoughts to develop a set shared norms and principles by which they want to operate as a governing body.

Working Relationships (as a Council Body and with the Town Manager and her staff)

Strengths- What does the Council have now in its working relationships as a body?

Examples include:

- **Respectful and Professional-** Council behavior towards each other is generally respectful and professional
- **Diverse Perspectives-** Each brings their diverse views and perspectives to Council discussions
- **Commitment-** All do their homework and come prepared
- **Responsive-** The Town has been responsive in meeting the business Community's needs due to the impacts of the pandemic
- **Appreciative-** The Town Manager has done a great job on boarding a new Council; Staff have made tremendous sacrifices during the pandemic

Visions for Success - What does the Council want to maintain or want more of?

Examples include:

- **Be Respectful and Professional**
 - Council sets a respectful tone for community and staff
 - Respect staff and their expertise
 - Expect and practice civility and decorum
- **Trust Each Other**
 - Trust each other and staff
 - Give each other the benefit of the doubt
- **Work as a Team**
 - Maintain current strength of commitment and hard work as a Council (e.g., do our homework and come prepared)
 - Treat each other with respect and as members of the same team, even if opinions differ
 - Work at building relationships as colleagues on an on-going basis, especially given the isolation caused by the pandemic

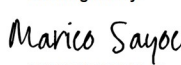
ATTACHMENT 2

Los Gatos Town Council Pre-Retreat Interview Summary

- **Appreciate Diverse Perspectives**
 - Appreciate the diverse points of view and perspectives of all “players”/ stay open to other points of view before deciding/locking into positions
- **Bridge Differences**
 - Work at building consensus and compromise; bridge differences; hold no grudges; do not become polarized
- **Remain Open, Flexible and Adaptable**
 - Remain flexible and adaptable as the environment is always changing
- **Manage Governing Processes Effectively and Efficiently**
 - Know when there is enough information and move on; draw the line on excessive information and data requests
- **Follow Council Policy**
 - Follow Council policy frameworks or work together to change them

Desired Outcomes for a Successful Retreat and/or Retreat Follow Up

- Get to know one another - seek to understand one another; have a good laugh together!
- Develop trust (Council to Council; Council to Town Manager/staff)
- Establish Council values that will be the foundation for norms and behaviors
- Understand each other’s preferred work styles
- Develop norms for how to treat one another
- Bring full self to the retreat; participate and engage fully and authentically
- Better appreciate the Council/Manager form of government and the realities of the roles within this system of governance
- Set expectations and define those expectations (Council to Council, Council with Town Manager)
- Develop tangible action items and establish a process for follow up/checking in to assess progress (e.g., six-month follow up session)

 TOWN OF LOS GATOS CALIFORNIA COUNCIL POLICY MANUAL <i>Small Town Service Community Stewardship Future Focus</i>		
TITLE: Town Council Code of Conduct		POLICY NUMBER: 2-04
EFFECTIVE DATE: 5/3/2004		PAGES: 8
ENABLING ACTIONS: 2004-059; 2006-111; 2021-047	REVISED DATES: 12/17/2012; 3/3/2015; 12/17/2019; 11/2/2021	
APPROVED: DocuSigned by:  17D41F4DB5F744F...		

I. Preamble

The legal responsibilities of the Los Gatos Town Council are set forth by applicable state and federal laws. In addition, the Town Council has adopted regulations, including this Code of Conduct Policy, that hold Council Members to standards of conduct above and beyond what is required by law. This Policy is written with the assumption that Council Members, through training, are aware of their legal and ethical responsibilities as elected officials. These expectations of conduct also apply to all members of the Town's Boards, Committees, and Commissions.

II. Form of Government

The Town of Los Gatos operates under a Council-Manager form of government as prescribed by Town Code, Section 2.30.305. Accordingly, members of the Council are elected at-large, provide legislative direction, set Town policy, and ultimately answer to the public. The Town Manager serves as the Town's chief administrative officer and is responsible for directing the day-to-day operations of the Town and implementing policy direction.

III. Town Council Roles and Responsibilities

The role of the Town Council is to act as a legislative and quasi-judicial body. Through its legislative and policy authority, the Council is responsible for assessing and achieving the community's desire for its present and future and for establishing policy direction to achieve its desired outcomes. All members of the Town Council, including those who serve as Mayor and Vice Mayor, have equal votes.

Members of the Town Council fulfill their role and responsibilities through the relationships they have with each other and the public. Town Council Members should approach their work, each other, and the public in a manner that reflects ethical behavior, honesty and integrity. The commitment of Town Council Members to their work is characterized by open constructive communication, innovation, and creative problem solving.

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IV. Mayoral and Vice Mayoral Selection Process

Per Town Municipal Code, Section 2.20.035, the selection of the Mayor and Vice Mayor occurs annually at a special meeting in December by majority vote of the Town Council. The Mayor and Vice Mayor serve at the pleasure of the Town Council and may be replaced by a majority vote of the Council.

V. Mayoral and Vice Mayoral Roles, Responsibilities, Relationships

The following outlines some of the key roles, responsibilities, and relationships as they relate to the positions of Mayor and Vice Mayor:

Mayor

- A. The Mayor is the presiding officer of the Town Council. In this capacity, the Mayor is responsible for developing Council agendas in cooperation with the Town Manager and leading Council meetings.
- B. The Mayor recommends various standing committee appointments to the Council for approval.¹ This will be done at a Council meeting in December of each year. When making committee recommendations, the Mayor should attempt to balance shared responsibilities and opportunities among Council Members. The Mayor may also appoint citizens to committees not established by Town ordinance or resolution as s/he deems appropriate.
- C. The title of Mayor carries with it the responsibility of communicating with the Town Council, Town Manager, and members of the public. In this capacity, the Mayor serves as the Town “spokesperson” representing the Council in official and ceremonial occasions.
- D. As the official Town spokesperson, the Mayor performs special duties consistent with the Mayoral office, including, but not limited to: signing of documents on behalf of the Town, issuing proclamations, serving as the official voting delegate for various municipal advocacy groups, and delivering the State of the Town Address at his or her discretion.² The Town Council will determine any additional authority or duties that the Mayor shall perform.
- E. Special duties consistent with the Mayoral office may be delegated to the Vice Mayor or any other member of the Town Council.
- F. In the event that one or more members of a Town Board, Commission, or Committee acts in a manner contrary to approved Board/Commission policies and procedures, the Mayor may counsel those members about the rules set forth in the Town Commissioner Handbook.³

¹ Council Agenda Format and Rules Policy

² Council Commendation and Proclamation Policy

³ Resolution 1999-167

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Vice Mayor

- A. In the Mayor's absence, the Vice Mayor shall perform the formal duties of the Mayor.⁴
- B. When the Vice Mayor performs the duties of the Mayor in his/her absence, the Vice Mayor also carries the responsibility of communicating with the Town Manager, Town Council, and members of the public.

VI. Council Conduct in Public Meetings

To ensure the highest standards of respect and integrity during public meetings, Council Members should:

- A. *Use formal titles.* The Council should refer to one another formally during Council meetings such as Mayor, Vice Mayor or Council Member or Mr., Mrs., or Ms., followed by the individual's last name.
- B. *Practice civility and decorum in discussions and debate.* Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of free democracy in action. During public discussions, Council Members should be respectful of others and diverse opinions and allow for the debate of issues.
- C. *Honor the role of the presiding officer in maintaining order and equity.* Respect the Mayor/Chair's efforts to focus discussion on current agenda items.
- D. *Council decisions should be reserved until all applicable information has been presented.*
- E. *Conduct during public hearings.* During public testimony, Council Members should refrain from engaging the speaker in dialogue. Speakers at public meetings will be asked to provide their full name and to state whether they are a resident of the Town of Los Gatos. This information is optional but not required. For purposes of clarification, Council Members may ask the speaker questions. Council comment and discussion should commence upon the conclusion of all public testimony

VII. Maintaining Civility at Council Meetings

The public is welcome to participate at Town Council meetings and the Mayor should remind the public of the Town's expectations for civility in order for the business of the Town to be completed efficiently and effectively. These expectations include and are not limited to:

- A. For the benefit of the entire community, the Town of Los Gatos asks that all speakers follow the Town's meeting guidelines by treating everyone with respect and dignity. This is done by following meeting guidelines set forth in State law, in the Town Code, and on the cover sheet of the Council agenda.
- B. The Town embraces diversity and strongly condemns hate speech and offensive, hateful language or racial intolerance of any kind at Council Meetings.
- C. Town Council and staff are well aware of the public's right to disagree with their professional opinion on various Town issues. However, anti-social behavior, slander, hatred,

⁴ Council Agenda Format and Rules Policy

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and bigotry statements are completely unacceptable and will not be tolerated in any way, shape or form at Town Council meetings.

- D. All public comments at the Town Council meeting must pertain to items within the subject matter jurisdiction of the Town and shall not contain slanderous statements, hatred, and bigotry against non-public officials.
- E. The Town will go through the following steps if a disturbance results from a member of the public not following these rules:
 - 1. If participating remotely, Town staff may mute the individual with an explanation for the record of why muting occurred consistent with this Policy.
 - 2. If participating in-person, the Mayor may call a recess for violation of this Policy, resulting in the immediate cessation of the audio and video recording and the Council exiting the Chamber. Staff will determine if the individual should be removed or if all members of the public should leave depending on the extent of the disturbance. In the event that all public members exit, only the press would be allowed back in the meeting. Once the individual(s) leave, the Council would return to the Chamber and the Mayor would resume the meeting.
 - 3. Persons disrupting a Council meeting may be cited for violation of the California Penal Code Section 403.

VIII. Legal Requirements

The Town Council operates under a series of laws that regulate its operations as well as the conduct of its members. The Town Attorney serves as the Town's legal officer and is available to advise the Council on these matters.

A. Training

Biannual training in the following areas shall be provided by staff to Council Members:

- 1. The Ralph M. Brown Act
- 2. Town / CA State Law on Conflict of Interest (AB 1234)
- 3. Government Section 1090
- 4. Incompatible Offices
- 5. The Fair Political Practices Commission Forms
- 6. Bias
- 7. Town / CA State Law on Harassment (SB 1343)

B. Procurement

Unless authorized by the Town Council, Council Members shall not become involved in administrative processes for acquiring goods and services.

C. Land Use Applications

The merits of an application shall only be evaluated on information included in the public record. Council Members shall disclose ex parte communication and any information obtained outside of the public record that may influence his/her decision on a matter pending before the

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Town Council. Council disclosure shall occur after the Public Hearing section of the agenda, and before Council deliberations.

D. Code of Conduct Policy

Newly elected Council Members are strongly encouraged to sign a statement affirming they have read and understand the Town of Los Gatos Council Code of Conduct Policy.

E. Non-Profit Organizations

Council Members may not sit on boards of directors of non-profit organizations which receive funding or in-kind contributions from the Town, unless the role serves a legitimate Town purpose, such as the League of California Cities, and the participation is approved by the full Council.

IX. Council Participation in Boards, Commissions and Committees, and Reporting Requirements

There are several committees that Town Council Members have been appointed to or have an interest in, including but not limited to: Town Council standing and ad hoc committees, Town boards and commissions, regional boards and commissions, and community-generated committees.

Primary Council representatives should update the Council about board, commission, and committee activities. When serving as the primary Council representative on any board, commission, or committee, Council Members should periodically provide updated reports to the Council during the "Council Matters" opportunity on the Council meeting agenda.

Recommended actions by Council Committees should be reported to the Council. When serving on a Council Committee, whether standing or ad hoc, all work undertaken by the Committee must be directed by the Council, and all recommended actions of a Council Committee shall be reported to the Council.

X. Council Relationship with Town Staff

The Town Council has adopted a Council-Manager form of government. The Town Manager's powers and duties are outlined in the Town Code, Section 2.30.295.

Council Conduct and Communication with Town Staff

To enhance its working relationship with staff, Council should be mindful of the support and resources needed to accomplish Council goals. When communicating and working with staff, Council should follow these guidelines:

- A. *Council Members should treat staff as professionals.* Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. As with Council colleagues, practice civility and decorum in all interactions with Town staff.

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- B. *Council Members should direct questions about policy, budget, or professional opinion to the Town Manager, Town Attorney or Department Directors.* Council Members can direct questions and inquiries to any staff for information that is readily available to the general public or easily retrievable by staff.
- C. *The Town Manager and staff are responsible for implementing Town policy and/or Council action.* The processing of Council policy and decisions takes place with the Town Manager and staff. Council should not direct policy/program administrative functions and implementation; rather it should provide policy guidance to the Town Manager.
- D. *Council Members should attempt to communicate questions, corrections, and/or clarifications about reports requiring official action to staff prior to Council meetings.* Early feedback will enable staff to address Council questions and incorporate minor corrections or changes to a Council report, resulting in a more efficient Council meeting discussion; however, this does not preclude Council Members from asking questions at Council Meetings.
- E. *Council Members should not direct the Town Manager to initiate any action, change a course of action, or prepare any report without the approval of Council.* The Town Manager's responsibility is to advise on resources available and required for a particular course of action as it relates to the direction of the majority of the Council.
- F. *Council Members should not attend department staff meetings unless requested by the Town Manager.*
- G. *All Council Members should have the same information with which to make decisions.* Information requested by one Council Member will be shared with all members of the Council.
- H. *Concerns related to the behavior or work of a Town employee should be directed to the Town Manager.* Council Members should not reprimand employees.
- I. *Per California Government Code, Sections 3201-3209, Council Members should not solicit financial contributions from Town staff or use promises or threats regarding future employment.* Although Town staff may, as private citizens with constitutional rights, support political candidates, such activities cannot take place during work hours, at the workplace, or in uniform.

XI. Council Communication with the Public and other Council Members

The Public has a reasonable expectation that it may engage its Council Members on matters of community concern. In response, Council Members may express a preliminary opinion on issues or projects raised. Any such preliminary statement shall not constitute a prejudgment or create a presumption of bias on any issue or a project. In addition, Council Members may from time to time express opinions regarding broad policy matters which may be in conflict with currently adopted Council policies. Such statements are permissible if clearly characterized as personal opinion or policy change objectives.

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XII. Enforcement

A. Purpose

The Council Code of Conduct Policy establishes guiding principles for appropriate conduct and behavior and sets forth the expectations of Council Members. The purpose of the policy language is to establish a process and procedure that:

1. Allows the public, Town Council, and Town employees to report Code of Conduct policy violations or other misconduct.
2. Provides guidelines to evaluate Code of Conduct policy violations or other misconduct and implement appropriate disciplinary action when necessary.

B. Procedures

1. Reporting of Complaints

The following section outlines the process for reporting Council Member Code of Conduct Policy violations or other misconduct:

- a. Complaints made by members of the public, the Town Manager, and Town Attorney should be reported to the Mayor. If a complaint involves the Mayor, it should be reported to the Vice Mayor.
- b. Complaints made by Council Members should be reported to the Town Manager or Town Attorney to adhere to Brown Act requirements.
- c. Complaints made by Town employees should be reported to the Town Manager, who will direct them to the Mayor or Vice Mayor.

2. Evaluation of Complaints Alleging Violations

Upon report of a written complaint, the Town Manager and Town Attorney will join the Mayor or Vice Mayor as an evaluation committee to determine the validity of the complaint and, if appropriate, an initial course of action as discussed below. If the Town Manager or Town Attorney is the complainant, the longest serving uninvolved Council Member will replace the Town Manager or Town Attorney on the evaluation committee.

Within seventy-two (72) hours of receipt of the complaint by the Mayor or Vice Mayor, the Council Member in question shall be notified of the reported complaint by the Mayor or his/her designee. The notification shall include a copy of the written complaint and supporting documentation, if any, the identity of the complainant and nature of the complaint.

3. Unsubstantiated or Minor Violations

If the majority of the Committee agrees that the reported violation is without substance, no further action will be taken. If the reported violation is deemed valid but minor in nature, the Mayor or Vice Mayor shall counsel and, if appropriate, admonish the Council Member privately to resolve the matter. Admonishment is considered to be a reproof or warning directed to a Council Member about a particular type of behavior that violates Town policy.

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4. Allegations of Major Violations

If the reported violation is considered to be serious in nature, the matter shall be referred to outside legal counsel selected by the Committee for the purpose of conducting an initial interview with the subject Council Member. The outside counsel shall report his/her initial findings back to the Committee.

If the Committee then determines that an investigation is warranted, the Committee shall direct the outside legal counsel to conduct an investigation. The investigation process would include, but is not limited to, the ascertainment of facts relevant to the complaint through interviews and the examination of any documented materials.

5. Report of Findings

At the conclusion of the investigation, outside legal counsel shall report back to the Committee in writing. The report shall either (1) recommend that the Council Member be exonerated based on a finding that the investigation did not reveal evidence of a serious violation of the Code of Conduct, or (2) recommend disciplinary proceedings based on findings that one or more provisions of the Code of Conduct or other Town policies have been violated. In the latter event, the report shall specify the provisions violated along with the facts and evidence supporting each finding.

The Committee shall review the report and its recommendations. If the consensus of the Committee is to accept the report and recommendations, the Committee shall implement the recommendations. Where the recommendation is exoneration, no further action shall be taken. Where the recommendation is to initiate disciplinary proceedings, the matter shall be referred to the Council. Where there is no consensus of the Committee regarding the recommendations, the matter shall be referred to the Council.

The subject Council Member shall be notified in writing of the Committee's decision within 72 hours. Where the decision is to refer the matter to the Council, a copy of the full report, including documents relied on by the investigator shall be provided with the notification, and a copy of both shall be provided to the whole Council.

6. Proceedings

Investigative findings and recommended proceedings and disciplinary action that are brought forward to Council as a result of a significant policy violation shall be considered at a public hearing. The public hearing should be set far enough in advance to allow the Council Member in question reasonably sufficient time to prepare a response.

Investigative findings shall be presented to the Town Council at a public hearing. The rules of evidence do not apply to the public hearing. It shall not be conducted as an adversarial proceeding.

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C. Disciplinary Action

1. Considerations in Determining Disciplinary Action

Disciplinary action may be imposed by Council upon Council Members who have violated the Council Code of Conduct Policy. Disciplinary action or sanctions are considered when a serious violation of Town policy has occurred by a Council Member. In determining the type of sanction imposed, the following factors may be considered:

- a. Nature of the violation
- b. Prior violations by the same individual
- c. Other factors which bear upon the seriousness of the violation

2. Types of Sanctions

At the discretion of the Council, sanctions may be imposed for violating the Code of Conduct or engaging in other misconduct. These actions may be applied individually or in combination. They include, but are not limited to:

- a. *Public Admonishment* – A reproof or warning directed to a Council Member about a particular type of behavior that violates Town policy.
- b. *Revocation of Special Privileges* – A revocation of a Council Member's Council Committee assignments, including standing and ad hoc committees, regional boards and commissions, and community-generated board/committee appointments. Other revocations may include temporary suspension of official travel, conference participation, and ceremonial titles.
- c. *Censure* – A formal statement or resolution by the Council officially reprimanding a Council Member.

APPROVED AS TO FORM:

DocuSigned by:

Robert W. Schultz

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Robert Schultz, Town Attorney

CITY HALL

After the Campaign Is Over:

Aim for Exceptional



The 2018 midterm election cycle was one of the most divisive, polarizing and competitive election cycles in recent U.S. history. And Election Day came on the heels of an extraordinarily contentious battle over filling a Supreme Court seat — a clash that left some wondering if democracy had reached a new low.

The November ballot in California included 11 statewide ballot initiatives, with proponents and opponents of those measures contributing over \$368 million to win. In addition to voting on ballot measures, California voters elected Assembly and Senate members, a new governor, lieutenant governor, treasurer, controller and superintendent of public instruction, among others. Golden State voters also re-elected Sen. Dianne Feinstein (D-Calif.) for a sixth term and sent 53 returning and newly elected members to the U.S. House of Representatives, where Democrats captured the majority.

Election Day also saw significant action at the local level, where hundreds of Californians ran for local government offices, including city council, mayor, sheriff and more. Besides electing local leaders, California voters weighed in on 386 local tax and bond measures and approved over 300 to support local public services and facilities for police, fire, housing, parks, transportation and schools.

Campaigns and Sharp Contrasts

Campaigns and elections, at their core, often accentuate what divides us. They are designed to set a given candidate or issue apart from another. In a campaign, candidates strive to present their positions on policy issues or problems as sharply contrasting with those of their opponents. It's all part of the effort to persuade voters and win their votes.

At the municipal level, this can take on a highly personal tone, as local officials regularly find themselves campaigning against an opponent who is also their neighbor or fellow council member. He or she may shop at the same grocery store as you, may attend the same place of worship and visit the same commercial establishments and local farmers markets. Your children may even attend the same school. In other words, your opponent is often no stranger.

Moving From Campaigning to Collaborating

However, after the campaign is over, the final ballots have been counted (which may take several weeks) and the oaths of office taken, your constituents — those who voted for you and those who may not have — expect their officials to faithfully and impartially perform and discharge the duties of their office according

to the law and the best of their ability, as the oath of office requires. These duties include collaborating with council colleagues (and sometimes former opponents) and others in City Hall to:

- Protect the public's safety;
- Improve the quality of life by effectively delivering essential community services;
- Grow the local economy;
- Create jobs;
- Be a responsible steward of public resources; and more.

Campaigns may highlight our differences; however, after every election, thousands of elected city officials make the transition beyond divisive campaign rhetoric to effective governance and carry out the duties that voters expect them to fulfill. This transition is a hallmark of a functioning democracy. And presumably that is why, according to a 2018 Pew Research report, two-thirds (67 percent) of Americans surveyed had a favorable opinion of their local government, compared with only one-third (35 percent) who viewed the federal government favorably.

When writing this column, I thought about my time serving as director of the Department of Metropolitan Development for Indianapolis and later as deputy mayor under former Mayor Bart Peterson. In a partisan election system, Peterson was the first Democratic mayor elected since 1967 and would share governing with a 29-member city-county council led by a Republican majority.

Peterson wasted no time transitioning from candidate to mayor of the nation's then-12th largest city. He turned his attention to carrying out his campaign promises, which included improving the delivery of services to all neighborhoods. This soon became the focus of my role in the administration. Like Peterson, I quickly realized there were no Republican or Democratic potholes, just dangerous potholes that constituents expected the city to repair.

Immediately after the election, the mayor began visiting diverse neighborhoods throughout the city to meet with residents,



some of whom had voted for him and others who had not, to understand their priorities and what they needed from their local government. While not every neighborhood leader agreed with his priorities, they were included in the decisionmaking process regardless of how they had voted. Peterson was also inclusive in his outreach and collaboration with all city-county council members — four who were elected at large and 25 who were elected in districts; some were Republicans and others were Democrats.

Although local government races in California are nonpartisan, it can still be challenging to put aside the competitive mindset after the election is over and work together as a cohesive team to do what's best for the community.

The Qualities of Exceptional Councils

As we move beyond the 2018 midterm election cycle, I believe the public will continue to look favorably on local government and a functioning local democracy if newly elected and re-elected mayors and council members embrace the following attributes of exceptional councils.

Exceptional councils develop a sense of team — a partnership with the city manager to govern and manage the city. The mayor, council members and city manager see themselves as a team in a joint endeavor as they undertake a series of tasks to achieve their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in styles and perspectives, and it thinks and acts strate-

gically as it examines issues and situations and decides on a course of action serving the city's mission and goals.

Exceptional councils have clear roles and responsibilities that are understood and adhered to. Exceptional councils understand their role is to serve as policy-makers — to represent the community's values, beliefs and priorities while serving in its best interest. They carry out a variety of responsibilities, including:

- Developing and adopting a vision for the city;
- Focusing and aligning plans, policies, agreements and budgets to advance this vision; and
- Holding themselves and the city manager accountable for results.



Exceptional councils treat each other and staff with dignity and respect.



After every election, thousands of elected city officials make the transition beyond divisive campaign rhetoric to effective governance.

Exceptional councils understand that the city manager is responsible for the city's day-to-day operations and for undertaking and accomplishing the council's policy objectives. The exceptional council recognizes the subject matter expertise of staff and uses that knowledge and experience to guide and inform decisionmaking.

Exceptional councils honor the relationship with staff and each other. Such councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Council members build trust by not playing the "gotcha game" and strive to take a "no secrets, no surprises" approach as the

operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

Exceptional councils routinely conduct effective meetings. Open and public meetings are central to democratic decisionmaking. Exceptional councils master the art of effective meetings. They:

- Develop and adhere to meeting protocols and processes;
- Spend time planning and organizing the agenda with the aim of having a focused meeting;
- Allocate the council's time and energy appropriately, focused on its role and responsibilities and on meeting short- and long-term priorities; and
- Honor the public's participation and engagement.

Such meetings generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decisionmaking, but also as an opportunity to demonstrate respect and civility for each other, staff and the public. The council members review the necessary materials and prepare ahead of the meeting. They stay focused on the city's goals and objectives and remain mindful of their role and responsibilities.

Exceptional councils hold themselves and the city accountable. They operate openly and ethically and work to engage residents in myriad decisions affecting the community's prosperity and well-being.

Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals as well as budget, program and policy oversight.

Exceptional councils hold themselves accountable for their conduct, behavior and effectiveness. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

Exceptional councils have members who practice continual personal learning and professional development. Governance is not intuitive. In addition, the policy and economic environments impacting cities are ever changing. Exceptional councils continually find ways to build their knowledge and skills, enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

This material is drawn from resources provided by the Institute for Local Government. For more information on effective governance, visit www.ca-ilg.org/effective-governance.

Focusing on What Unites Us

Leading in a post-election environment can be challenging, but our democracy depends on it. As the League's executive director, I am inspired every day by the efforts of city managers, council members, mayors and city staff to bridge what divides us and to focus instead on the ties that unite us as individuals and communities. ■

Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.

2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

BEST PRACTICE TIPS

Create a shared understanding of the city manager's role and the council's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.

3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

KEY CHARACTERISTICS

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

BEST PRACTICE TIPS

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council's time and energy appropriately (focused on the council's role and responsibilities) and meeting short- and long-term priorities. They honor the public's participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making,

KEY CHARACTERISTICS

- Councilmembers are respectful of each other, the public and everyone's time.
- Councilmembers use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, councilmembers come prepared and have an open mind
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.

but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. Exceptional councils hold themselves and the city accountable

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

KEY CHARACTERISTICS

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

BEST PRACTICE TIPS

Annually evaluate council and city manager performance toward achieving the city's priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council's norms and protocols as well as the budget and key policy issues.

Authority *versus* Power

A key distinction in the council-manager form of government | BY JASON GRANT

Professional management in the operation and administration of government has shown to reduce the likelihood of corruption, improve efficiencies within the organization, and increase the likelihood of achieving strategic goals and outcomes. That is why ICMA advocates for professional management in all aspects of local government.

While professional management can be implemented in any form of government, the council-manager (C-M) form is a system of government that *strategically* limits undue political influence in the operation and administration of government while strengthening the power of the elected body who represent the interests of the people.

One issue that is often raised by those advocating against the C-M form and instead vying for elected politicians to serve as the chief executive of

government (typically in the form of a mayor or county executive) is the notion that “city/county managers are unelected officials with the power to operate independently from the will of the people.” However, in a C-M system, the manager/administrator is appointed by the council (who are the elected representatives of the people) and is beholden to achieving their goals and outcomes.

If we understand “power” as the capacity to control government action, then the power of the manager/administrator is rather limited and the power of the elected council/commission is significant under the C-M form of government. Specifically, the manager/administrator can be terminated at any time by the elected body if they believe the manager/administrator is ineffective or acting outside of the policies they have adopted. Contrast this to a mayor-council form of



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government where the elected mayor has the power to operate independently from the council, can choose which goals and priorities to pursue regardless of the will of the people's elected council, and even has authority to veto a majority council decision. These are powers that a manager simply does not hold.

What is imperative to ensuring effective and efficient government operation then is not the question of power, but rather the question of authority. If we understand "authority" to mean the responsibilities given to individuals in order to achieve the objectives of government, then managers/administrators have significant authority within the constraints placed upon them by the elected body, though their power is rather limited.

In the C-M form, the elected body has the ultimate authority to adopt policies and establish outcomes to which the manager/administrator is beholden. The manager/administrator has no authority in establishing policies. Certainly, the manager/administrator offers professional guidance and recommendations to the elected body, but the ultimate authority rests solely with the elected body.

Similarly, the manager/administrator has ultimate authority to determine how government operates in order to achieve the outcomes within the designated policies and budget adopted by the elected body. Yet, the power of the council to hire and fire the manager ensures that the manager/administrator is held accountable for achieving the goals and outcomes established by the elected body. This separation of authority *requires* collaboration between managers/administrators and the elected body.

Despite not having authority in determining policy decisions, managers/administrators have professional knowledge and experience in how policies might impact the community. Councilmembers rely upon that expertise to help shape, strengthen, and inform their decisions from the dais. Likewise, elected officials have unique perspectives and a clear understanding of the needs of their constituents. They serve on local and regional commissions and committees and have insights into the types of policy decisions that may be effective. They have their own professional backgrounds and are a valuable resource to help inform operational and administrative activities.

And so, professional managers and elected officials work *together* to identify the needs of the people, set

goals, and develop strategies to address those needs. In this way, policy and administration are not separate functions of government with hard lines between elected leaders and professional managers. Nor is administration and policy a separation of powers. Rather, the council-manager form of government recognizes the power of the people rests in the hands of their elected representatives and should not be divided if government is to best serve the needs and interests of all people. Instead, the final *decision-making authority* is divided between administration and policy to ensure that government is effective, efficient, and equitable for all.

Generally, the manager/administrator and the elected body work collaboratively and are in agreement in the path forward. However, there are times when the professional recommendation of the manager/administrator and the elected officials' recommendations or preferences are in conflict. These moments of conflict are why the delineation of authority is imperative.

Because the goals of government must align with the political will of the people, the elected body must have final say on what the policy and outcomes will be. Yet, the administration of government is about achieving those outcomes, and the manager/administrator is evaluated

based on the ability to achieve the goals and outcomes of the elected body. They are hired to perform the duties set forth by the elected body, and they can be fired at any time if they fail to achieve the expected results. And so, the manager/administrator must have authority to determine how to operate government so that they can be held accountable for the outcomes.

In the end, the C-M form of government ensures a strong representative democracy where all people, regardless of political affiliations, have equitable access to the programs and services offered by their local government. They are assured that a professional with the knowledge, skills, and abilities to achieve desired outcomes is responsible for the day-to-day operations.

At times, there will be disagreement between the elected body and the manager/administrator. In those moments, the *authority* granted to the manager/administrator and the elected body respectively allows a more efficient and effective operation of government. Ultimately, the power remains with the council as they must make certain that the manager/administrator achieves the goals and outcomes the people expect from their government. **PM**

The council-manager form of government ensures a strong representative democracy where all people, regardless of political affiliations, have equitable access to the programs and services offered by their local government.