2020

Mayor and Council July 25,2020 Workshop Summary

BridgeGroup LLC.

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"Help is on the way"

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<u>Mayor and Council Workshop Overview</u>

Development of the Mayor and Council Workshop Agenda was a collaborative process with the Mayor and Council, City Manager, and BridgeGroup. A confidential online survey was sent to the Mayor and each Council Member to get their input on the following Workshop Agenda:

❖ Review and Discuss Alignment and Foundations for High Performing Councils

❖ Review a Systems Approach to Planning COVID-19 Recovery

❖ Review Innovations for Citizen Engagement

❖ Review and Discuss Tools for Supporting Mayor and Council Effectiveness

❖ Determine What Tools to Develop Further for Future Use

❖ Develop Project and Policy Priorities for FY 2021

❖ Discuss and Determine if Alignment Operating Policy is Needed

The Mayor and Council Workshop was held on Saturday, July 25 2020 at the Alameda Main Library. The following were in attendance at the Workshop:

❖ Mayor Ezzy Ashcraft
❖ Vice Mayor John Knox White
❖ Councilmember Tony Daysog
❖ Councilmember Jim Oddie
❖ Councilmember Malia Vella
❖ City Manager Eric Levitt
❖ City Clerk Lara Weisiger
❖ City Attorney Yibin Shen
❖ President/CEO BridgeGroup LLC Mike Letcher

This report provides a summary of the Workshop and some recommendations from the consultant.

Review a Systems Approach to Planning COVID-19 Recovery

Workshop Summary: The Mayor and Council liked the Healthy Community model and discussed how it might be used in COVID-19 recovery and linked to the budget and their priorities.

Consultant Recommendations: Consider linking the Health Community Model to the Mayor and Council agenda development process.

Recovery from COVID-19 for communities will be a complicated. What can Alameda potentially use to guide the city through its COVID -19 recovery efforts? The Arizona Town Hall will be using the Elements of Health Community Model to work with communities over the next year on building plans for COVID-19 recovery. The model was developed by the Vitalyst Health Foundation http://vitalysthealth.org/ in Arizona. The Arizona Town Hall will use the model as a checklist for communities to take a more comprehensive approach to COVID-19 recovery.

The following link provides more information on the Healthy Community model. https://www.dropbox.com/s/1h43alxerfmhfx5/Healthy-Communities-and-social-determinants-final.pdf?dl=0 During the workshop the Mayor and Council can discuss if this model may or may not be useful to use as a guide for the city as it recovers from COVID-19.

Review Innovations for Citizen Engagement

Workshop Summary: The Mayor and Council discussed having standards for Boards and Commissions, periodic updates at Council meetings, promoting diversity in membership, having them do studies on issues to advise the Mayor and Council and considering a Marana, Arizona Model to consolidate some Board and Commissions.

Consultant Recommendations: Consider implementing the Marana Citizens Forum and the other ideas discussed under the summary.

Citizen Engagement is essential to creating a thriving community. The following are tools used by City's to engage their citizens:

 https://icma.org/success-stories/new-approach-energizes-citizens-in-marana-arizona

 http://mrsc.org/Home/Explore-Topics/Governance/Citizen-Participation-and-Engagement/Communication-and-Citizen-Participation-Techniques.aspx

 https://www.speakupaustin.or g/

 https://www.nurturedevelopment.org/asset-based-community-development/

Review and Discuss Tools for Supporting Mayor and Council Effectiveness

Workshop Summary: The Mayor and Council discussed each component of the Governance Relations System (GRS) and how it may help them work more effectively with each other and the City Manager.

Consultant Recommendations: Consider hiring a consultant to assist the Mayor and Council and City Manager in developing the (GRS).

This section of the workshop will introduce two tools for improving Mayor and Council effectiveness. The **Governance Relations System (GRS)** is designed to provide a system for establishing expectations for the Mayor and Council and City Manager. GRS will be introduced using an example from the City of Goodyear, Arizona. If it's determined at the Workshop that the GRS would be beneficial to the City, the Mayor and Council can develop it at a future Workshop. The second tool, **The Policy Model** can be discussed and developed at the Workshop if it has value for the City to use in the future.

> "Governing boards have been known in one form or another for centuries. Yet throughout those many years there has been a baffling failure to develop a coherent or universally applicable understanding of just what a board is for."
>
> **Carver's Policy Governance Model in Nonprofit Organizations**

Governance Relations System (Example Only) ©bridgegroupllc

The role of a Governing Board is often difficult to define. It is this lack of clarity within the roles of the Governing Board that results in a disconnect between the Governing Board and the Chief Executive. Ideally, the role of an elected Public Board is to set policy. The implementation of that policy and responsibility for the day-to-day operations of the organization reside with the Chief Executive or City Manager. What's missing?

The answer is: established expectations that the Board has for the Executive or Manager. The Governance Relations System (GRS) is designed to create a bridge between the Elected Board's expectations of their Chief Executive (City Manager) and the execution of the day-to-day

operations of the organization. The GRS also sets expectations for the Board to support the success of the Chief Executive.

The GRS includes FOUR areas:

1. Expectations of the Organization

2. Performance Expectation of the Chief Executive

3. Expectations of the Elected Board

4. Expectations of Customer Service/Civic Engagement

5. Expectations for Role of the Mayor (This section could be added to Alameda)

These areas provide general guidelines for how the organization will be managed, the expected conduct of the Board, the manner in which services will be provided and opportunities for engagement with citizens. The key to making the GRS work is the partnership/collaboration between the Elected Board and Chief Executive to set clear expectations on how the organization will operate. The GRS can be viewed as a series of interconnected gears that drive the organization and its management and leadership priorities.

The GRS is designed to improve the relationship between the Governing Board and Chief Executive and their collective effectiveness. The expectations set benchmarks for annually evaluating the efforts of the Board and the Chief Executive. The expectations can be amended and adjusted over time to keep them relevant to the municipality. The bar is set high with these expectations, but the journey in the search for governance excellence is never easy. Each step forward or times when these expectations are not met, are all part of trying to be the best governed municipality for the organization's citizens and employees.

The Expectations of the Organization

Expectation	Description
Maintain an Integrated Strategic Planning System that is linked to the annual budget, strategic projects, employee evaluations and performance measures.	The integrated strategic management system will allow for strategic projects that require funding to be considered during the annual budget process. Current and new strategic projects and performance measures will also be reviewed and approved at this time.
Strive to be an "open book" organization for its employees.	"Open Book" means that all critical, not confidential, operational and financial information concerning the City will be shared and available to employees.
Executive Team is committed to the developing and empowering employees.	Employee development and involvement is a high priority for the Executive Team.
Continuously improve technology for internal and external services.	Continuous technology improvements are essential for the City to meet and exceed the expectations of its customers.
Strive to be a regional model for Board Governance.	Commitment for the City Council and City Manager to work collaboratively on continuously improving their Governance Relations.
Continuously improve internal processes and procedures.	Continuous internal process improvement is essential for efficiency and effectiveness of the City.
Be good stewards of the public's money and trust.	Ensure processes, procedures and practices are in place to meet this commitment
Focus on developing a learning organization.	Commitment to provide training for employees to ensure that the City continues to have talented and well-trained employees providing leadership and operational response readiness.
Recognize internal stakeholders are customers too	Internal stakeholders should be treated equitably and with respect, as these stakeholder's service timelines often are dependent upon the work of internal service providers.
Innovation	Employees are empowered to consider unique options along with industry inspired alternatives to solving problems and enhancing service delivery
Transparency	Citizens will have access to key financial and operational information.

The Performance Expectations of the City Manager

Expectation	Description
Implementing strategic plan projects.	Annual evaluation will include progress on these projects.
Assist the City Council with their policy- making role.	Ensure that information is detailed, reliable and explained in a thorough manner. Include alternatives and recommendations.
Any written information provided to one City Council Member will be provided to all members.	Information shared with one City Council Member must be sent to all members.
Plan ahead, anticipate needs and recognize potential problems. Ensuring attention to detail to avoid error or things "slipping through the cracks".	Seek input to ensure future plans are achievable and proactively communicate possible shortcomings to collaborate with the Board when necessary.
Implement City Council's policy regarding expenditures through the use of standard financial management procedures.	Ensures that key information is shared with the Council and that the Council's intent is followed.
Budget recommendations will provide rationale and alternatives for Council consideration. Projects will be integrated into the budget using the strategic plan.	Ensures that the City Council understands the basis for budget requests and how decisions were made in the final recommendations.
Respect the decisions of the City Council.	Implement Council's policies by accurately interpreting direction given by the Council, carrying out their directives as a whole and supporting the actions of the Council after a decision has been made.
Practice "collaborative leadership".	Strive to ensure that your leadership is inclusive and not exclusive. Involve citizens, employees and other stakeholders and partners where appropriate.
Ensure positive and supportive physical and emotional working conditions	Create and foster an environment that values employees and their contributions. Support an environment that assists employees in being successful in the positions that they hold. Ensure that personnel policies and practices are administered in an equitable manner.

Expectation	Description
Foster teamwork and high performing organizational characteristics.	Guide people as a team toward common objectives; select qualified and highly competent members of the Leadership Team to implement through the organization.
Recognize citizens are our customers	The Council expects that the public will be treated equitably, with dignity and respect. Assist the Council by resolving problems at administrative levels and not through City Council action. Value community perceptions and understand that customer satisfaction is important.
Agenda material	Staff will provide concise, accurate and meaningful agenda material for the Council's review to include the timely delivery of written/electronic materials.
Value intergovernmental relations	Effectively represent the City's interests when dealing with other agencies. Participate and cooperate in intergovernmental activities to have an impact on the region.
Communicate effectively	Provide information to the public in a timely fashion on matters, which will cause public reaction. Be candid and forthright in discussing City business matters with the Council through various methods that include one on one meetings with Council members. Be accessible to Council members.
Proactive Management Style	Show initiative and creativity in dealing with issues, problems and unusual situations while remaining open to new ideas and suggestions for change. Be adaptive to the changing expectations of local government and the impacts of state and national conditions.
Effective Leadership	Be enthusiastic. Command respect and performance from the Leadership Team while providing the tools necessary for effective service delivery. Support a positive work culture at all times.
Negotiate Effectively	In conjunction with the Legal Staff (when appropriate), always consider City Residents when determining negotiating positions or reaching agreement.
No Operational Surprises	Staff will keep the City Council informed on all critical operational issues.

The Expectations of the Governing Board

Expectation	Description
Value members' opinions.	You can disagree with each other but provide the space for each member of the City Council to express their opinion.
Do your homework.	Before the meeting, read information sent by staff to be informed and prepared for discussion. If a meeting is missed, become informed of the decisions made or the information shared.
No surprises at meeting for staff.	If possible, contact staff prior to the meeting when you have a critical question that requires research.
Disagree with the vote, but do not undermine the will of the Council.	You can disagree with a vote and express your viewpoint on why you did not support an item but understand that the Council has voted for the item and you are responsible, as a Council Member, for its successful implementation.
Practice civility.	As the elected representatives we will strive to be a model for our community and the region on how an elected body should work together for the public good.
Support the strategic plan.	City Council Members will support and require a Strategic Plan for the City.
No public criticism of staff at meetings.	No Council Member will criticize City staff at a public meeting. They can discuss their concerns with the City Manager privately.
No operational interference.	City Council Members will not direct the work of staff. If they have issues or questions related to operations, they will be directed to the City Manager or Designee.
Focus on outcomes not positions.	Before taking a position review the outcomes, potential benefits/results and relationship to the Strategic Plan of a policy or issue first.

The Expectations of Customer Service/Civic Engagement

Expectation	Description
Timely responses	Staff will strive to provide timely responses to citizens that are easily understood.
Civic engagement	Opportunities to increase citizen engagement with the City on a social and formal basis will be a priority.
Educate citizens on services	Staff will continuously develop strategies and systems to educate citizens on the services and processes of local government.
Accurate information	Staff will ensure information provided to citizens is accurate and written for clarity

Links

Carver Policy Governance Model in Nonprofits: http://www.carvergovernance.com/pg-np.htm

Mike Letcher ICMA Public Management Magazine article on Caver Policy Governance Model: https://icma.org/sites/default/files/2818_Commentary%20-%20The%20Undiscovered%20Country%20-%20A%20New%20Path%20for%20Local%20Government%20Management.pdf

Policy Model©bridgegroupllc

The following is the link to the complete article on the Policy Model https://www.dropbox.com/s/fehk8nqgdn73icf/Policy%20Model%20Article.pdf?dl=0.The model will be discussed at the Workshop for its applicability to Alameda. The specific content or wording in the model can be adjusted to requirements of the City.

Workshop Summary: The Mayor and Council liked the Policy Model and discussed ways to link it to the agenda development process.

Consultant Recommendations: The Policy Model should be considered for adoption by the Mayor and Council after any changes recommended by staff.

FIGURE 1: Strategic Policy Development System.

Source: Mike Letcher

FIGURE 2: Policy Models.

Source: Mike Letcher

Figure 1 illustrates the process for using the policy models. The process is designed to evaluate the policy or issue the Mayor and Council are considering

Figure 2 shows policy models that can be a key guidepost to strategic policy development. The policy models and subsequent definitions are not meant to be all-inclusive. The concepts or models can be adapted to meet the unique needs of the governing body and staff.

Components of the strategic policy development system can be changed and policy models altered to fit your particular needs. In my experience working with governing bodies for more than 30 years, these models represent the key components or drivers that create the push for public-policy formulation.

Compass approach. Policy development is based on community values, approved plan, or strategic approach.

Best-practice approach. Policy is based on best-practice principles.

Opportunity approach. Policy development is based on significant community and/or organizational benefit.

Politically based approach. Policy is based on narrow intent from special-interest groups or constituents. I would replace this Approach with one titled: Fiscal Sustainability approach Policy developed takes into account city's ability to fund its operations long term

Core business/staff-recommended approach. Policy is based on the requirement to run government's core business functions and is recommended by staff to improve services, internal operations, and policies.

In terms of policy models, more is better. Try out the model and see how it works. Groundwork has to be done for strategic policy development to work. A number of critical issues also have to be considered:

- Time required, the more the better. Thinking ahead and developing an annual work plan is important to provide the time to fully evaluate important policies that the governing board will consider.

- Staff capacities to effectively implement the policy. Are there enough worker bees to get the job done? This needs to be fully evaluated by the governing board and staff before time is spent developing the policy.

- Committee referral before consideration. This is a no-brainer. It always helps to have a committee recommendation.

- Communication of need and outcomes. Unfortunately, the clear and concise communication of the need for the policy is often overlooked. Get the sound bites determined before the policy-formulation process starts.

NO EASY ANSWERS

An approach and model for strategic policy development is needed. The approach described in this article is based on experience and what I have seen work and not work behind the curtain of policy formulation. Managers know there are no easy answers or solutions to policy development. But like all journeys, it begins with one step and the compass, map, or GPS to get you to the destination.

Develop Project and Policy Priorities for FY 2021

Workshop Summary: The Mayor and Council had extensive discussions on the work priorities from the December 2019 Workshop and new potential projects/policies identified in the survey. Council expressed concerns about staff's workload and ability to complete all of the project/policy priorities.

Consultant Recommendations: Consider adding specific timelines for completing the project/policy identified in the work plan. Determining specific timelines for each project will allow the Mayor and Council and staff to prioritize what projects/policies can be completed in a specific fiscal year and which need to be moved to subsequent years.

This is the section of the Workshop where any ideas the Mayor and Council want to consider for future projects/policies from the information presented on healthy community model, citizen engagement and the Governance Relations System (GRS). Also potential policies and projects identified in the confidential Mayor and Council Workshop survey and from the December, 2019 Workshop (Note: Projects listed in Blue) will be discussed in this section. The facilitator will guide the Mayor and Council through this Workshop section using the *Start With Why format*. Staff will record the results of the discussion on a screen that can be viewed during the meetings by the participants.

Start With WHY ©bridgegroupllc

The Mayor and Council Workshop will focus on creating dialogue and discussion opportunities between council members and staff. The format that will be used to facilitate this dialogue will be based on an approach developed by Simon Sinek in the book *Start With Why: How Great Leaders Inspire Everyone to Take Action.* By Starting with "WHY" the Mayor and Council and staff can quickly evaluate the proposed projects and policy discussed at the Workshop by using a **FOUR Questions** approach:

1. **What** do we want to do? (Mayor and Council)
2. **Why** do we want to do it? (Mayor and Council/Staff)
3. **How** will we do it? (Staff- Tactical determined after Workshop))
4. **How** do we make sure it works? (Mayor and Council/Staff- Performance Measurement)

What do we want to do?

➢ Discuss and Identify specific projects or policy initiatives for FY 2021

Why do we want to do it?

- ➢ Identify WHY it is important for the Mayor and Council to consider action on projects or policy initiatives. Please note the list below on **DEFINING** the **Why** WE Want to Do IT

How will we do it?

- ➢ Based on Mayor and Council discussion at the Workshop the staff will develop future agenda item for their action.
- ➢

How do we make sure it works?

- ➢ Determine if the agenda item has a current performance measure, requires a new performance measure or no performance measure.

DEFINING the **Why** WE Want to Do IT

To Improve:

- ❖ Operational Performance
- ❖ Policies
- ❖ Procedure
- ❖ Programs
- ❖ Racial Justice
- ❖ Equity
- ❖ Finances
- ❖ Risk Management
- ❖ Technology
- ❖ Customer Service
- ❖ Sustainability
- ❖ Community Well Being
- ❖ Infrastructure
- ❖ Other

Senge Chart

The Senge Chart is an excellent tool the rate the impact of the proposed policy or project and gauge its difficulty to accomplish. The goal is to focus on projects or policies that are rated 1 or 2.

	PROJECT IS EASY TO ACCOMPLISH	PROJECT IS DIFFICULT TO ACCOMPLISH
HIGH IMPACT ON City	1	2
LOW IMPACT ON City	3	4

Focus Area Charts

The Focus Area Charts will be used during the Workshop to develop project and policy initiatives for FY 2021. The Charts will be built on the Focus Areas developed in the Mayor and Council December, 2019 Workshop. The Charts will include the following:

Focus Areas- The strategic priorities for the City

Project/Policy- The proposed project or policy

To Improve- Reference **To Improve** list of areas the policy or project will improve

Senge Chart Rating- Rating assigned during facilitation to the policy or project.

Focus Area: Preparing Alameda for the Future

Project/Policy	To Improve	Senge Rating	Department Lead
Climate Change	Implement CARP, check ins, staffing position, check box on reports	2	Assistant City Manager
Long-term financial strategies	Balanced approach to finances, maximize resources, connect to outside assistance,	2	Finance
Traffic Vision Zero			

Focus Area: Encouraging Economic Development across the Island

Project/Policy	To Improve	Senge Rating	Department Lead
Work/Live Space	Consider adjustment after election, broader housing discussion overall	3	Planning, Building, Transportation
New ferry terminal at Seaplane Lagoon			
Development at Alameda Point Review Base Reuse/Property Management	Big picture, establish goals (falls under multiple objectives: livability, economic development, preparing for future), hold a work session	2	Community Development
Maintain active business districts	More support to districts/small businesses, COVID messaging – business owners lead, street closures, near and long term goals, communicate plans	1	CMO – COVID Town Hall
Capitalizing on Working from Home	Broadband, digital divide (WiFi and equipment), child care	2	IT ARPD/CD – Child care

Focus Area: Supporting and Enhancing Livability and Quality of Life

Project/Policy	To Improve	Senge Rating	Department Lead
Antiracist Policies and Procedures	Steering committee with subcommittees	1.75	CMO
West End Crossing(Multimodal)		2	Planning/Public Works
Police Department Antidiscrimination Polices	Steering committee with subcommittees	1.75	CMO
Housing			
Homelessness	Wish we could do more, transitional housing/resources	2	Community Development with support from CMO
Multi-Cultural Center	Housed within Library	?	Library

Focus Area: Protecting Core Services

Project/Policy	To Improve	Senge Rating	Department Lead
Future Staffing study for Fire and Paramedics	Mike suggests one firm; informed by community lead conversations	2	CMO
Police and Fire Call Analysis Study	Mike suggests one firm; informed by community lead conversations	2	CMO
Strategic Project Tracking System	Mike to provide contact info	1	CMO
Public safety; public safety recruitments; traffic enforcement	Revisit following policy changes/studies		

Strategic Operating Policy

Workshop Summary: The Mayor and Council discussed how the Strategic Operating Policy would work and its benefits for Alameda.

Consultant Recommendations: The Strategic Operating Policy should be considered for adoption by the Mayor and Council after any changes recommended by staff.

How can a Strategic Operating Policy help the City of Alameda focus? Implementing key city priorities takes discipline and collaboration between the Mayor and City Council, City Manager and Staff.

The City of Alameda will use its annual Priorities and Work Plan to:

1. Develop the operating budget.

2. Consider projects from the Climate Action and Resiliency Plan (CARP). General Plan, Economic Development Plan and other approved Mayor and Council plans

3. Develop new projects and assign them to specific departments for execution.

What specific steps will Alameda take every year to focus its strategic efforts?

1. The Priorities and Work Plan will be updated annually during the budget process.

2. Mayor and City Council and City Manager are committed to making sure that staff has the time and resources to complete the projects in the plan.

3. If new project(s) are added to the work plan after it is approved during the fiscal year, the Mayor and Council will work with the City Manager to determine what project(s) currently in the plan need to be reprioritized and moved to a future fiscal year.