



**City of Milpitas
City Council Workshop
Held January 26, 2023**

February 2023

Table of Contents

Workshop Report	1
Workshop Overview	1
Opening Comments	3
Icebreaker Exercise.....	4
City Council Interview Themes.....	5
Expectations for Success	6
Governance Roles.....	7
Establishing Priorities	9
Wrap-up and Next Steps	10
Attachment – Staff Presentation	11

Workshop Report

The City of Milpitas held a City Council workshop on Thursday, January 26, 2023, from 9:00 a.m. to 2:30 p.m. at the Sonesta Hotel in Milpitas. The workshop provided an opportunity for Councilmembers to develop a shared understanding of governance roles and practices, identify top priorities for the coming budget process, and strengthen teamwork. This report contains a summary of the results of the session.

Senior Manager Christine Butterfield and Consulting Manager Mary Locey with Baker Tilly facilitated the workshop.



Workshop Overview

Objectives

- Develop a shared understanding of governance roles and practices in the City of Milpitas, and
- Establish Council short- and long-term goals and priorities.

Participants

City Council

**Mayor
Carmen Montano**



**Vice Mayor
Evelyn Chua**



**Councilmember
Anthony Phan**



**Councilmember
Hon Lien**



**Councilmember
Garry Barbadillo**



Staff

- City Manager Steve McHarris
- City Attorney Michael Mutalipassi



Agenda

- Welcome and call to order by the Mayor
- Public comments
- Comments from the City Manager
- Introductory comments about the workshop
- Icebreaker: Discuss attributes of great leaders
- City Council interview themes
- Review governance roles, best practices, expectations, and the Council Handbook
- Discuss and establish Council priorities
- Wrap up and next steps

Workshop Preparation

There was extensive planning with the City Manager in preparation for the workshop, followed by Christine holding individual interviews with each Councilmember as well as discussing workshop objectives with the Mayor and City Manager. Christine prepared an agenda and PowerPoint presentation along with handout materials to guide discussions during the session.



Opening Comments

The workshop began with a Council discussion about the agenda, proceeding with a welcome and call to order from Mayor Montano. Following the call to order, the Mayor opened the session to public comments. City Manager McHarris then offered some comments about why the workshop was important, and shared he hoped the group would gain a good understanding of roles and responsibilities and how to be a successful Council from the day's discussions. Then Steve handed the session over to the facilitators.

Christine reviewed the workshop objectives and agenda.

Workshop Ground Rules

At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop.



- Be curious
- Speak one at a time
- Listen to understand
- Show respect for all
- Individually participate in the dialogue

Bike Rack

Christine then provided the purpose of the bike rack, which is a time management tool. She explained that items brought up which would not receive immediate attention would be added to the bike rack. The following items were added to the bike rack during the workshop:

- Forward a legislative report regarding a proposed taxpayer protection initiative (City Manager sent to Council)
- Explore apps like See, Click, Fix
 - Educate the public about community services
 - Create a series of community video on “how to...”
 - Request for information on the turnaround to fix (City Manager to send to Council)
- Report on each department’s activity
- Council direct requests of executive team need clarification
- Community survey results; discuss gaps, follow-up activities, and potential policies
- Review parks maintenance needs (parks and facilities)
- Discuss City Hall hours, the community’s service expectations. Requires community education

Icebreaker Exercise

Christine led the group in an icebreaker exercise to begin the workshop informally and learn more about each other. Each person was asked to answer three questions, and then share their responses with the group. The results are shown in Table 1 below.

Table 1. Icebreaker Exercise Responses

What are the attributes of great leaders?	Which of these leadership attributes do you hope to grow and develop during your term?	Which of these leadership attributes would you like the Council to emulate?
• Willingness to compromise • Charisma • Humility • Respectful • Understand their role • Willing to follow • Good listener • Be prepared • Knowledgeable • Strong communications skills (listening and writing) • Service • Objective decision making based on facts • Patience	• Service to community • Council relationships • Be mindful of staff and other resources • Focus on goals • Communications skills • Build the team • Lead by example • Show respect • Know the what, why, and how	• Calmness (no drama) • Trust and respect (in City and outside in the public) • Professionalism • Efficient and effective • Transparency • Unanimous decisions • Be better • One voice • Agree to disagree • Willing to learn and listen

City Council Interview Themes

Challenges and Opportunities

To set the context for discussion and establishing strategic priorities, Christine reviewed highlights of some of the City's recent challenges and opportunities that were mentioned during Council interviews. The slide that was presented is shown below.

Potential Council Priorities

Interview Themes

Challenges

- Affordable housing
- Collaboration
- Community engagement
- Cost of living/Inflation
- Fiscal sustainability
- Homelessness
- Public safety
- City Hall hours



Opportunities

- ARPA funds (\$3M for climate change)
- Home Key Program
- Focus on goals and priorities
- Grow regional partnerships
- Infrastructure and CIP
- Land use development
- Strategically located
 - More businesses
 - Increased revenue






12



Christine then reviewed potential priority themes that emerged from the interviews. These priorities are listed in Table 2 below.

Table 2. Potential Council Priorities

Priority	Description
Improve Trust	Working relationships between Councilmembers and City Manager/staff
Efficient Council (and Council meetings)	Govern with civility; be respectful
Affordable Housing	Sunnyhills* multifamily community and workforce housing
Fiscal Sustainability	Quarterly reports; improve communication/information
Homeless Services	HomeKey Program; regional partnerships/solutions
Public Safety and Community Appeal	Staffing, perception of safety and neighborhood cleanliness

**During the workshop, it was noted that the Sunnyhills community was mentioned by multiple Councilmembers and that it is going through its regular Section 8 voucher renewal.*

Staff Presentation

The City Manager further set the context for priority setting by reviewing some of the City's recent accomplishments, his goals and objectives for FY 2022-23, and workplans for each city service area (CSA). The slides presented are provided in the attachment.

Expectations for Success

Following a brief break, the group reconvened. Christine reviewed best practices for effective governance and presented tips for working as a team, the benefits of nurturing close working relationships, and Patrick Lencioni's *Five Dysfunctions of a Team*.



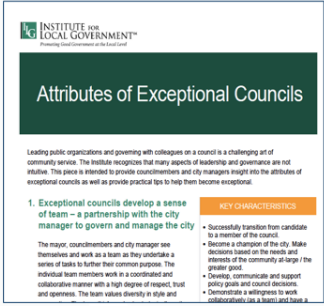
Governance Roles

Christine provided an overview on the Institute for Local Government (ILG) article, *Attributes of Exceptional Councils*. The six attributes identified in the article are shown below.

Exceptional City Councils

Institute for Local Government

1. Have a **sense of team**; a partnership with the city manager to govern and manage the city
2. Have **clear roles** and responsibilities that are understood and adhered
3. **Honor the relationship with staff and each other**
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**



36



Council Handbook

Following a short break for lunch, Councilmembers engaged in a review of and discussion about the Milpitas *City Council Procedures and Protocols Handbook*. To begin this segment of the workshop, the group reviewed and affirmed the roles and responsibilities of the Mayor, Councilmember, and City Manager.

Council Handbook: Roles

Mayor and Councilmembers

- Set **policy** direction
- Provide **clear direction, as a body**
- Pass ordinances, adopt resolutions
- Approve projects, programs, budget and contracts.
- Duties of **Mayor**
 - Directly elected by voters
 - **Performs ceremonial duties, signs Council-approved documents**



City Manager

- **Implements** Council policies and procedures
- Focuses on **administration and management** for all City personnel
- **Manages day-to-day operations**
- Provides professional recommendations to **support Council** policy and budget decisions



39

City of Milpitas, City Council Procedures and Protocols Handbook, January 11, 2022.



Following this review, the group participated in an exercise about team expectations by reflecting on and answering the following questions:

- How will you position yourself for success?
- What do you need from peer Councilmembers?
- What do you need from the City Manager to be successful?
- What does the City Manager need from Council to be successful?

The group spent time answering the questions individually, and then shared their responses with the group. A summary of the responses is provided in Table 3 below.

Table 3. Council Handbook Exercise

How will you position yourself for success?	What do you need from peer Councilmembers?	What do you need from the City Manager to be successful?	What does the City Manager need from Council to be successful?
• Stay well informed • Be prepared • Collaborate with Council • Be accountable to community • Teamwork • Look at challenges as opportunities • Build coalitions with Council, regional organizations agencies, and residents	• Come prepared • Open communication • Direct and face-to-face feedback • Understand our roles and limitations • Know our strengths and weaknesses • Don't make things personal • Understand all Councilmembers have the same authority	• Responsiveness • Transparency • Professionalism; treat executive leadership team (ELT) members the same (no favoritism) • Trust • Advice • Deliver results and report back • Increase Council stipend • More sharing and one-on-one communication ○ Don't assume ○ Ask for clarification • Don't make things personal	• Don't assume s/he knows what you know • Have a team approach • Two-way communication is essential • Focus on policy and results • Staff and limited resources, workload awareness • Respect our roles

Christine then discussed Council handbook best practices and highlights of the handbook's Code of Conduct. The following slides were presented.

Council Handbook: Code of Conduct

- Be **respectful** and **courteous**
- Model civility
- **Avoid surprises**
- Praise publicly and **criticize privately**
- **Focus on the issue** , not the person
- **Refrain from using electronic devices** while on the dais
- Disclose **conflicts of interests**
- **Separate governing** from **campaigning**
- Speak with **one voice** after setting policy
- **Respect the line** between policy and administration
- **Hold each other accountable** to comply with Code of Conduct

City of Milpitas, City Council Procedures and Protocols Handbook,
January 11, 2022.



Christine asked the group whether any clarifications about, updates, or changes to the handbook were needed. Councilmembers identified the items below to review or consider in the future.

- Guidelines for the Council's sitting arrangements
- Use of cell phone at the dais
 - Be aware of the public's perception
 - Understand the Public Records Act
- Create a policy for distributing "keys to city," there are no policies or guidelines
- Provide as much advance notice as possible for special meetings and study sessions
- Create policy for hiring interns with no qualifications
- Discuss and determine who is listed on certificates and acknowledgements
- Review new state guidelines for virtual meetings (City Attorney to review)

Establishing Priorities

After a quick stretch break, the group reconvened to discuss and establish priorities for FY 2023-24 and FY 2024-25. Councilmembers participated in a dot voting exercise to determine their top priorities for the next two years. Each Councilmember was given a colored marker and placed a mark on their top two priorities. A summary of the results of the voting exercise is shown in Table 4 on the following page.

Table 4. Council Priorities

Priority	Votes	Who Voted
Public safety and community appeal	4	Chua, Barbadillo, Lien, Phan
Fiscal sustainability	3	Montano, Chua, Barbadillo
Affordable housing	2	Lien, Phan
City Hall hours	1	Montano
Homeless services*	0	

**Councilmembers noted that homelessness is an important community issue with many initiatives underway and ongoing.*

Wrap-up and Next Steps

To conclude the workshop, Christine explained that Baker Tilly would prepare this summary report, and that the City Manager and his staff would prepare an action plan for the identified priorities. Councilmembers offered closing comments and key takeaways from the day's discussions. A summary of these reflections is provided below.



Council Comments

- We needed this workshop!
- It was nice to learn about each other; we needed it.
- The day was as expected.
- The workshop was helpful.
- Ditto... happy Council is together.
- I am optimistic.

Attachment – Staff Presentation

Key FY 22-23 Accomplishments



- ☑ Employee Engagement Survey/Focus Group, New employee Orientation, Employee Recognition Lunch, Spring Wellness Challenge, Employee Mentoring Program, SCCCMA Leadership Academy, City Manager Coffee Conversations
- ☑ Award Winning Plans: General Plan, ADU Toolkit, Development Review Handbook
- ☑ Metro & Main Street/Gateway Specific Plans, Objective Design Standards
- ☑ Ordinances: Reach Codes, Bldg. Heights, Outdoor Dining, ADU update, Tobacco Retail, Comp. Zoning underway
- ☑ ADU Incentives/Legalization
- ☑ Innovation District Phase II Action Plan (Marketing, Tours)
- ☑ Grants: REAP 142K, 60k Senior Meals, 200k Sunnyhills playground rehab
- ☑ Main Street Parcel #1 studies/appraisal complete, sale is next
- ☑ Rent & Mortgage Relief - "Forward" consultant developing program
- ☑ Inter-Dept. Unhoused Task Force
- ☑ Adopted '23 -'31 Housing Element (January)
- ☑ Long-Term Odor Study with BAAQMD & San Jose

15

Key FY 22-23 Accomplishments



- ☑ Key Recruitments: PW Director, Deputy City Manager, HR Director, Fire Chief
- ☑ Analyzing potential Dept. consolidations in PW/Engineering & Community Development
- ☑ Recreation & Community Services Dept. Org Assessment underway
- ☑ New Public Art (POC mural, Artisan art walk)
- ☑ POC Feasibility Studies for light rail stations Main/Capitol & S. Milpitas/Capitol
- ☑ Deployed SMART
- ☑ Deployed ambulance
- ☑ Completed Fire Station #2, Alviso Adobe
- ☑ Milpitas Matters/Connected/Social Media Platforms – 4.4K fb followers
- ☑ Attended numerous City -sponsored events & individual requests
- ☑ Completed Harvard Credential: *Senior Executives in State & Local Govt.*
- ☑ January City Council Retreat

16

City Manager Goals FY 22-23



- 1) Improve & Refine Organizational Culture**
(CC Priority Area- Governance & Admin)
- 2) Minimize Blight, Health & Safety Impacts of Encampments**
(CC Priority Area- Neighborhoods & Housing)
- 3) Promote a Recognizable & Desirable City Identity**
(CC Priority Area- Governance & Administration; Ec. Dev. & Job Growth)
- 4) Promote Forward-Facing Public Safety**
(CC Priority Area- Public Safety)
- 5) Covid Recovery**
(CC Priority Area- Community Wellness & Open Space; Ec. Dev. & Job Growth)

17

Goal #1- Improve & Refine Organizational Culture



Objectives :

- ✓ Evaluate safe functional workspace & provide professional support.
- ✓ Reinstitute & Enhance more personable recognition in the workplace, emphasizing employee contributions and innovation.
- ✓ Close connections to labor union leadership.
- ✓ Lead SCCCMA & Cal Cities Representative.
- ✓ Reviewing organization for potential Department consolidations.
- ✓ Complete Public Leadership Certificate, Harvard Kennedy School.
- ✓ Reviewing organization for potential Department consolidations.

18

Goals #2 - Minimize Blight, Health & Safety Impacts of Homeless Encampments



Objectives :

- ✓ Enhance the City Manager Office led an coordinated multi -dept. effort in addressing chronic blight areas.
- ✓ Improve & implement a coordinated multi -agency process to reducing blight within the City.
- ✓ Implement & refine our supportive services & strategies for permanent housing for Milpitas unhoused population.
- ✓ Reduce public health/safety & community blight impacts of individual & group encampments, without taking on County's social service roles & responsibilities.

19

Goal #3 - Promote a recognizable & desirable City identity



Objectives:

- ✓ Plan for a recognized & desirable pedestrian-oriented Main Street/Midtown local destination.
- ✓ Initiate incremental first steps in wayfinding/signage, stepped-up code enforcement, beautification, place making, and small business support.
- ✓ Prioritize wayfinding & gateway improvements at key city locations.
- ✓ Promote & expand the use of our Milpitas community mark.

20

Goal #4 - Promote ForwardFacing Public Safety



Objectives:

- ✓ Work with MPD and MFD on community outreach, training programs, and public presence/visibility.
- ✓ Fire Chief Succession Plan for 2023.
- ✓ Continue to work closely with MPD & MFD Chiefs on making a positive impact on the most pressing issues facing Milpitas public safety.

21

Goal #5: COVID Recovery

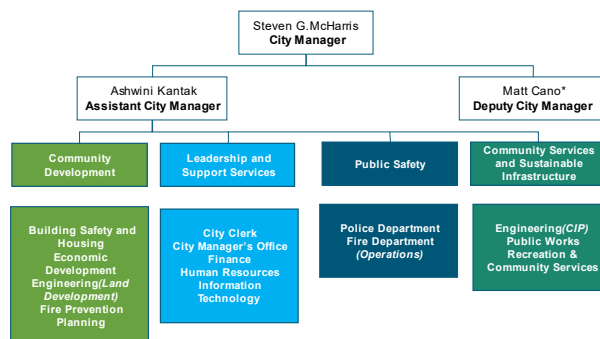


Objectives:

- ✓ Restore City services, per the adopted City budget.
- ✓ Focus on key business & public agency partnerships in support of our business-friendly brand, citywide planning, and economic development best practices.

22

Current Work Plan - City Service Areas



23

* Starting January 30, 2023

Community Development CSA



Key FY 22-23 Workplan Items

- Council adoption of the *Milpitas Metro Specific Plan*
- Initiate Update of Metro Area Development Impact Fees for new Infrastructure & Parks
- Finalize the *Milpitas Gateway/Main Street Specific Plan*
- Complete and submit *Housing Element* to HCD for Certification
- Council Adoption of a Tobacco Retail Permit Program
- Implement ARPA-funded Workforce Development programs
- Implement ARPA-funded ADU program
- Provide professional engineering plan reviews & R-O-W work permitting
- Administer the FEMA Flood Insurance Rating Program

24

Leadership and Support CSA



FY 22-23 Key Workplan Items

- Negotiate MOUs with MEA & Protech
- Increase employee engagement, retention, and attraction
- Evaluate technology solutions to improve efficiency & customer service (Financial management, HRIS, agenda management, records management)
- Develop & begin implementation of a Strategic Communications Plan
- Evaluate & bring forward funding options for storm water management & infrastructure

25

Public Safety CSA



Key FY 22-23 Workplan Items

Fire:

- Update Fire Dept. Training Policies, Programs, Performance Standards, Operations, and Incident Command System Terminology/Communications
- Completion of two new Wildland apparatus and build of one new Pumper
- Enhance community engagement opportunities = increased social media presence
- Improve employee health & wellness programs

PD:

- Ensure 95% of 911 calls are answered by a dispatcher within 10 seconds (State standard is 95% within 15 seconds)
- Ensure average response times to emergencies under 8 minutes
- Complete an evaluation of crossing guard program and identify a program model that overcomes existing challenges
- Replace aging Mobile Computer Terminals in the police fleet
- Research possible electrification of the police vehicle fleet
- Develop 5-year succession planning strategy

26

Community Services & Sustainable Infrastructure CSA



Key FY 22-23 Workplan Items

- Seek Council approval for rate increases due to increased operating & capital expenditures for the Water & Sewer Utilities
- Provide stormwater utility funding options for Council consideration
- Health & Safety repairs for up to 11 parks (pending funding availability)
- Initiate design for short-term improvements of 13 parks
- Support the Odor Reduction Ad Hoc Subcommittee
- Bring forward a policy framework for enhanced Street Sweeping Services
- Resurface Dempsey Road from Yosemite Drive to Calaveras Boulevard
- Initiate Cardoza Softball Field retrofit design phase
- Begin design phase for resurfacing of Great Mall Parkway
- Initiate mural program w/ VTA on columns at Great Mall Parkway & Montague Expressway
- Update Master Fee Schedule to reflect Council Recreation Cost Recovery Policy
- JUA for facilities with Milpitas Unified School District

27

Challenges & Opportunities

Good Governance: Roles, Responsibilities, and Setting a Course for Success



Technology

Operating & CIP Budgets

Staff Recruitment & Retention

Labor Negotiations

Gateway/Main Street Specific Plan

2024 ballot measure: "Taxpayer Protection & Government Accountability Act"

28