



SPECIAL MEETING OF THE MILPITAS CITY COUNCIL



AGENDA PACKET

TUESDAY, JULY 1, 2025

SONESTA SAN JOSE - MILPITAS, KRYSTALL B ROOM
777 BELLEW DR, MILPITAS, CA
10:00 AM (PUBLIC BUSINESS)

For assistance in the following languages, you may call:

Đối với Việt Nam, gọi 408-586-2400

Para sa Tagalog, tumawag sa 408-586-3051

Para español, llame 408-586-3072

The City Council meeting is held at Sonesta San Jose - Milpitas, Krystall Room B, 777 Bellow Dr., Milpitas, CA.

PUBLIC COMMENT INSTRUCTIONS

Oral public comments may only be provided live during the City Council meeting in person. All comments provided shall be limited to three minutes or less as determined by the Mayor. Members of the public may submit written comments by email to CityClerk@milpitas.gov

MILPITAS CITY COUNCIL CODE OF CONDUCT

- Be respectful and courteous (words, tone, and body language).
- Model civility.
- Avoid surprises.
- Praise publicly and criticize privately.
- Focus on the issue, not the person.
- Refrain from using electronic devices while on the Council dais.
- Disclose conflicts of interest and affiliations related to agenda items.
- Separate governing from campaigning.
- The Council speaks with one voice after making policy on issues.
- Respect the line between policy and administration.
- Council will hold one another accountable to comply with this Code of Conduct.

CALL MEETING TO ORDER by Mayor and ROLL CALL by City Clerk (10:00 AM)

PLEDGE OF ALLEGIANCE

PUBLIC FORUM

Members of the public are invited to address the City Council on the agenda items listed below only. Comments will be limited to three minutes or less at the Mayor's discretion. When called to speak, you are encouraged to state your name for the record.

ANNOUNCEMENT OF CONFLICT OF INTEREST

READING OF THE CITY COUNCIL CODE OF CONDUCT

AGENDA ITEMS

1. City Council Strategy & Governance Planning Workshop

KNOW YOUR RIGHTS UNDER THE OPEN GOVERNMENT ORDINANCE

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions and other City agencies exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and City operations are open to the people's review. For more information on your rights under the Open Government Ordinance or to report a violation, contact the City Attorney's office at Milpitas City Hall, 455 E. Calaveras Blvd., Milpitas, CA 95035
e-mail: ccreech@milpitas.gov / Phone: 408-586-3040

The Open Government Ordinance is codified in the Milpitas Municipal Code as Title I Chapter 310 and is available online at the City's website www.milpitas.gov by selecting the Milpitas Municipal Code link.

Materials related to an item on this agenda submitted to the City Council after initial distribution of the agenda packet are available for public inspection at the City Clerk's office at Milpitas City Hall, 3rd floor 455 E. Calaveras Blvd., Milpitas and on City website. City Council agendas and related materials can be viewed online: www.milpitas.gov/government/council/agenda_minutes.asp (select meeting date)

APPLY TO SERVE ON A CITY COMMISSION

Commission application forms are available online at www.milpitas.gov or at Milpitas City Hall. Contact the City Clerk's Office at 408-586-3001 for more information.

If you need assistance, per the Americans with Disabilities Act, for any City of Milpitas public meeting, please call the City Clerk at 408-586-3001 or send an e-mail to CityClerk@milpitas.gov prior to the meeting. You may request a larger font agenda.

City Council Strategy and Governance Planning Workshop

July 1, 2025

10:00am – 2:00pm

Sonesta San Jose - Milpitas, 777 Bellew Drive, Milpitas

Krystall B Room

I. Welcome

- Mayor Carmen Montano
- Interim City Manager Deanna Santana

II. Set the Workshop Context and Purposes

III. Best Practices of City Council Governance

IV. Governance: Scenarios Based Exercises

V. Path For the Future

VI. Council Code of Conduct

VII. Wrap Up and Closing Comments

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.



BRIDGING THE GAP

The importance of roles, values and different perspectives in creating effective governing bodies.



THE IDEAL GOVERNING BODY MEMBER

Julia D. Novak and Dr. John Nalbandian, 2017

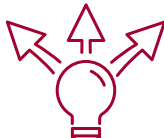
- 1 **COMMUNITY:** Uses their office to convene conversations that matter and recognizes that a primary role is to build, maintain and preserve community.
- 2 **BRAND:** Protects and enhances the value of the brand of their community at all times.
- 3 **MAJORITY:** Understands that their most important constituents are other members of the governing body—nothing gets done without a majority.
 - Focuses their energy on doing things as a governing body.
 - Recognizes that compromise and negotiation are the tools of the political craft.
 - Seeks to bring their colleagues into the majority, even when another vote is not needed.
- 4 **UNIQUE POWER:** Understands that they (the governing body) have the power to do things that no one else in the community can do.
- 5 **NO RIGHT ANSWERS:** Understands the inherent values conflict at play when making decisions AND respects that there are no absolutes—no “right” answers (even theirs).
- 6 **DUAL ROLES:** Is aware and respectful of the different roles they play and understand they serve as both a representative of constituencies and a trustee of the public good.
- 7 **RESPECT:** Understands that respect can be earned by:
 - Speaking on issues only when they have new insights that further debate and understanding;
 - Asking genuine questions of others; and by
 - Exercising their strengths in a way that others value.
- 8 **PARTNERSHIP:** Respects and values the partnership between the governing body and their appointed staff.
- 9 **ACCEPTABLE AND SUSTAINABLE:** Understands that what can be done must be both politically acceptable AND administratively sustainable.
- 10 **OUTCOME-FOCUSED:** Is adept at creating useful policy goals and boundaries that allow professional staff flexibility in achieving outcomes.





GOVERNANCE ROLES

Julia D. Novak and Dr. John Nalbandian, 2016

STRATEGIC, VISION- BIG PICTURE THINKER	 ● Focus here is on decisions that can have significant impact on the city. Can be long term or short term. ● Often focus is on the future and what might make a significant difference. ● Seeing possible connections and relationships . ● Thinks beyond present data and constraints.
TRUSTEE- STEWARD	 ● While listening and respecting constituent views, the trustee feels responsible to the city as a whole and to future residents. ● The trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the greater good.
REPRESENTATIVE- CONSTITUENT ADVOCATE	 ● In this role, the council member acts as a “customer service representative.” ● The council member is a conduit between citizens and city services. ● Often, citizens see this council member as most responsive to their individual concerns.
COMMUNITY BUILDER- BRINGING PEOPLE TOGETHER	 ● In the community builder role, the council member focuses on relationships and consensus building. ● The community builder fosters relationships and is able to work through differences. ● Community is not just a casual word to the council member who gravitates to this role.
DECISION MAKER	 ● The decision maker sees his/her role much like a judge. ● Information is presented, and the decision maker votes it up or down. ● This is not an easy role, but often it is a fairly passive role in contrast to that of the community builder.
OVERSIGHT	 ● In this role, the council member retains a measure of distance from the staff. ● The focus is on accountability of staff to the council.



PUBLIC SERVICE VALUES

School of Public Affairs & Administration, University of Kansas, Dr. John Nalbandian, Professor Emeritus

Frequently, when we think of values, qualities like honesty, reliability, love and sincerity come to mind. These are values--deep-seated beliefs that lead to judgments about right and wrong--but they have to do with individuals and how we lead our lives individually.

Public service values influence public policy development, implementation, evaluation, and governance design, as opposed to the lives of the individuals who make policy and program decisions. The primary public service values in our culture in response to public wants and needs are accountability, efficiency and effectiveness, social equity, diversity, and justice.



ACCOUNTABILITY/REPRESENTATION:

Government and public service providers answer to the will of the people. In government, there is a deep seated belief that the wishes of citizens should be represented by elected officials in governing bodies. In other types of public service providers, such as nonprofit organizations and public service enterprises, managers and decision-makers are held accountable to their trustees and governing bodies according to their public service mission. If a public policy or public program is going to have an impact on a group of citizens, that group should have the opportunity to be heard. Regardless of the accountability mechanisms, either through representative or trustee, public expressions of preferences are to be acknowledged. And, public involvement in the governing process is essential for legitimacy of governing processes.

- Homeowners say, "We have a petition signed by 20 residents on our block requesting a stop sign at 4th and Elm."
- A group of citizens who supported you in your last election remind you, "You pledged to hold the line on taxes and now you are talking about raising taxes. That's not what we elected you for."
- A group of citizens says, "The city ought to be paying more attention to the welfare of its children. We've heard teenagers say they have no place to go at night. For their well-being and that of the city as a whole, we should build a teen center."



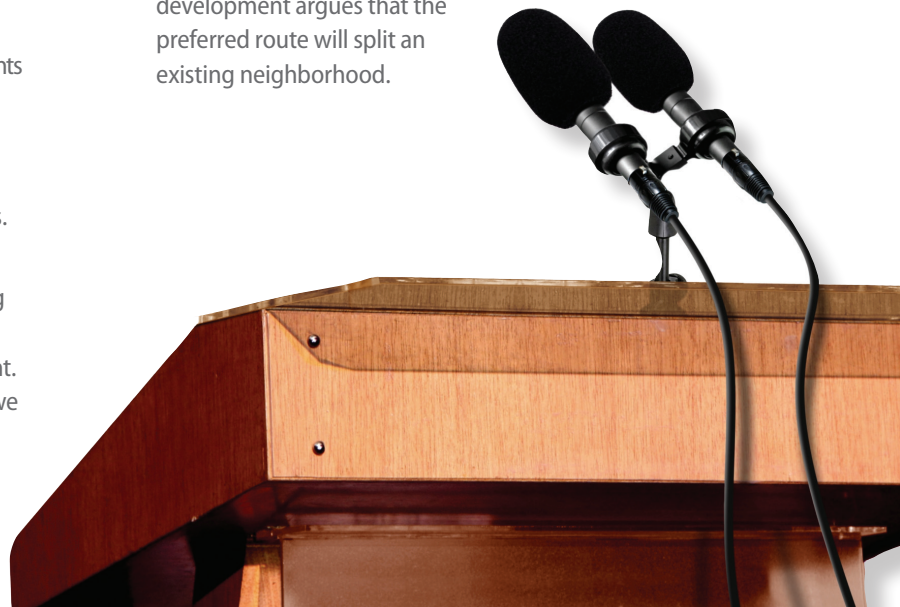
EFFICIENCY AND EFFECTIVENESS/

PROFESSIONALISM: Citizens expect public service providers to be run prudently and for programs and policies to achieve intended

outcomes, not only in the short run but also in the long run.

This is accomplished through cost-consciousness and rational, analytical decision-making and through an emphasis on expertise and professionalism, planning and merit. As such, this value goes beyond financial sensitivities and emphasizes the need for policymakers and program managers in public service organizations to be responsive to diverse outcome expectations of the public and also be good stewards of public resources.

- Staff says to the council, "At your request, we now have available a comprehensive parks and recreation master plan, and for your consideration we would like to develop a five-year capital improvements budget to implement it."
- A budget shortfall leads the chief administrative officer to consider layoffs. One of the alternatives presented to council is to make any layoffs based on job performance of the employees.
- The public works director is having a difficult time with the city's director of neighborhood development on a road project. The public works director argues that according to the engineering consultant's design, the best route will take the road parallel to 11th street. The director of neighborhood development argues that the preferred route will split an existing neighborhood.

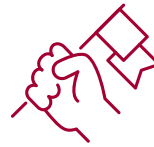




SOCIAL EQUITY AND DIVERSITY:

Frequently, citizens are differentiated by physical conditions, ethnical, economic, work, age, gender, and social background, as well as by political, social, and cultural preferences. Public service providers are expected to respect these differences and treat all citizens equally in policymaking and program implementation and strive to provide equal opportunities for all.

- A representative of the neighborhood association argues that the city wants to build an addition to its motor pool on the east side of town because that's where the poor people live. The representative says, "You wouldn't think of putting it on the west side of town."
- The affirmative action officer reminds the city manager that a layoff policy based on "last hired, first fired" will have a disproportionate effect on minorities who were hired as part of the affirmative action program.
- The city council, elected at-large, wants a report from the city manager on the distribution of funds for infrastructure repair. There is some concern in town that more money is going to new development compared to the older parts of town.



JUSTICE/INDIVIDUAL RIGHTS: Citizens are granted property rights and civil rights through ordinances, statutes and laws, and the constitution. They also have the right to due

process that protects them from arbitrary decisions by majorities or by those who govern, and are to be treated equally before the legal system despite their individual background. Both elected and non-elected decision-makers are expected to respect these rights in the processes of policymaking, implementation, evaluation, and adjudication.

- A new road is being built and an environmental group argues that to preserve green space the city ought to require a significantly greater setback than it presently does. The land owners along the route indicate their displeasure saying, "If the people want my land for green space, they should buy it."
- The fire fighters union objects to layoffs based on performance because it gives too much discretion to supervisors who it contends will play favorites. Union spokespersons argue that employment decisions should be based on seniority.
- An angry group of parents confronts the city commission and says, "The city should put a crossing guard at 9th and Kentucky. Our children have a right to cross the street safely on their way to school."

While we cherish each value, it is a common observation that one cannot optimize all four values simultaneously. Thus, policymaking and managerial decisions focus not only on outcomes and policy goals, but also upon ways of accommodating these four values in order to connect what is politically and socially acceptable with what is administratively feasible and sustainable. One's political philosophy can be expressed as preferences for one value over another.

GOVERNING TOGETHER

I serve my community on this governing body because ...

I enjoy _____ the most about being part of this governing body

I contribute my _____ to the decision making process



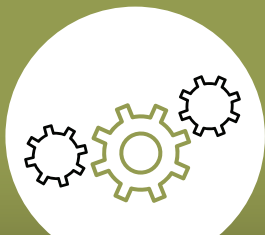
THE POLITICAL-ADMINISTRATION GAP

School of Public Affairs & Administration, University of Kansas, Dr. John Nalbandian, Professor Emeritus

Political acceptability $\longleftrightarrow$ Administrative sustainability

CHARACTERISTICS	POLITICS		ADMINISTRATION
Activity	Game/allocation of values	CAO and Senior Staff in the GAP $\longleftrightarrow$ Electeds*	Problem Solving
Players	Representatives/trustees		Experts-trustees
Conversation	"What do you hear?" • Passion • Dreams • Stories		"What do you know?" • Data • Plans • Reports
Pieces	Intangible: Interests and symbols		Tangible: Information; money, people, equipment
Currency	Power (stories), loyalty, trust		Knowledge (deeds)
Dynamic	Constructive conflict, compromise, change		Predictability, cooperation, continuity





LOCAL GOVERNANCE SYSTEM

Local Government Policy-Making Process, MRSC of Washington

	GOALS	ORGANIZATION	FISCAL	PERSONNEL	PROCEDURES	INFORMATION	
"WHAT"	vision & values	community	bonds & tax levels	service levels	elections & initiatives	newsletters, television & press	POLICY LEVEL
	strategies & goals	board	budgets & debt management	salary & benefits	ordinances & resolutions	"state of the city"	
	master work plan	manager	budget & finance plan	hire & fire	policy & procedures	annual report	
"HOW"	department work plan	department heads	budget control	training & development	standards & benchmarks	monthly, quarterly reports	ADMINISTRATION LEVEL
	team work plan	operations managers	service delivery	supervision & discipline	operating procedures	progress reports	
	individual work plan	service employees	individual services	personal responsibility	job checklist	status report	

Effectiveness

Efficiency

Control



THE POLITICAL-ADMINISTRATION DICHOTOMY

Jim Svara, *Dichotomy & Duality: Reconceptualizing the Relationship between Policy & Administration in Board-Manager Cities*, *Public Administration Review*, Vol. 45, No. 1, pp 221-232

COUNCIL'S SPHERE		
Determine "purpose," scope of services, tax level, constitution issues	MISSION	Advise (what city "can" do may influence what it "should" do); analyze conditions and trends
Pass ordinances; approve new projects and programs; ratify budget	POLICY	Make recommendations on all decisions; formulate budget; determine service distribution formula
Make implementing decisions (e.g., site selection); handle complaints; oversee administration	ADMINISTRATION	Establish practices and procedures and make decisions for implementing policy
Suggest management changes to manager; review organization's performance in manager's appraisal	MANAGEMENT	Control the human, material and informational resources of organization to support policy and administrative functions
MANAGER'S SPHERE		

OBSTACLES TO EFFECTIVE GOVERNANCE

Although councils differ, three obstacles to council effectiveness are fundamental. First, councils that are willing to deal with big issues will have to confront conflicting political values. These values include representation, efficiency, social equity, and individual rights. Choices among values are not choices between right and wrong, and councils searching for “correct” answers to policy issues are bound to become frustrated.

Second, councilors must confront the difficult values work they are responsible for in the absence of hierarchy—the mayor is not the boss. How many jobs have you had where no one was in charge?

The third obstacle is the difference in perspective between council and staff—differences that are often difficult to understand because while council and staff use the same words, they speak a different language.

The tools we identify below are intended to enable a willing council to deal with difficult issues by building council capacity. An important piece of that capacity is an effective partnership with staff.

TOOLS TO BUILD GOOD GOVERNANCE:

- Orientation
- Retreats & Goal Setting
- Regular 1-1 Meetings
- Appropriate Access to Department Heads
- Documented Business Practices
- The Council Must Manage Itself
 - In the end, the Governing Body must manage its own behavior and seek compliance from its own members

Julia D. Novak and Dr. John Nalbandian, Preparing Councils for Their Work, ICMA Public Management Magazine, Vol. 91, No. 7

Effective, Civil Governance...

MADE POSSIBLE BY YOU!



513-221-0500
26 E. Hollister Street, Cincinnati, OH 45219
thenovakconsultinggroup.com

Overcoming Challenges

**Improving Your Working Relationships
With Your Elected Colleagues & the City
Manager**

**Santa Clara County Cities
Association**

June 12, 2025





Two Critical Teams

- You and Your Elected Colleagues
- City Council & City Manager (Staff)



Critical Nature of Effective Team Working Relationships

Without Strong/Effective Working Relationships:

- The Organization Will Not be Effective
- The Community Will Not Be Well Served
- You Will Not Be Able to Attract/Retain High Quality Staff and Community Members
- It Will Not be an Enjoyable Experience



Warning Sign

Key Indicator of Dysfunction: How Much Time, Money & Focus are Devoted to “Inside City Hall” Issues



You & Your Colleagues:

“The Council Team”

Why Being a Council Member Isn't Easy

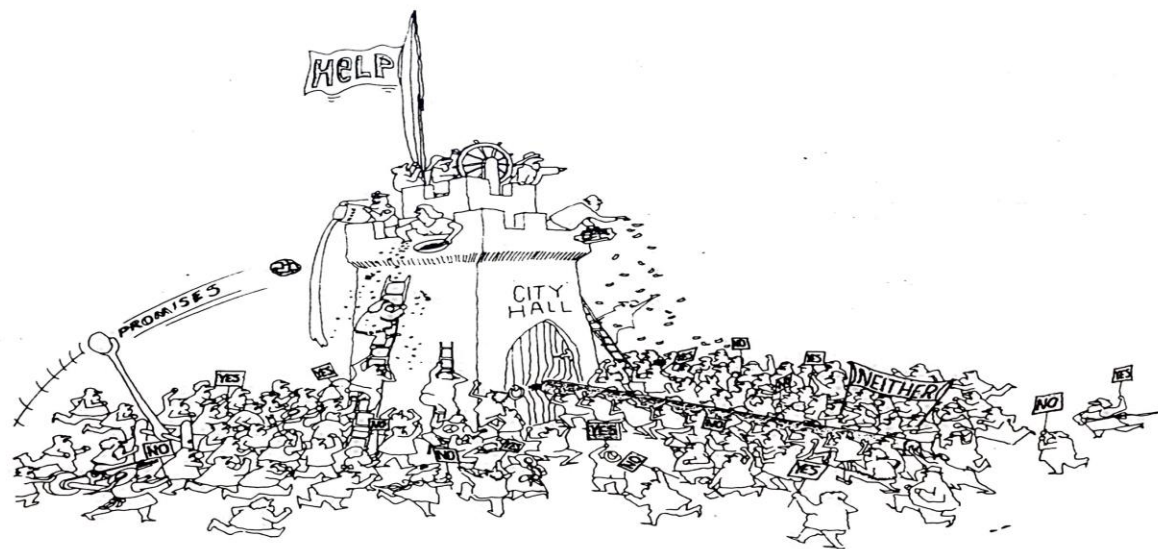


- Challenging Issues
- Varied Opinions/Perspectives
- Group Decision Making
- Not a Group of Your Choosing
- Done in Public/Anyone Can Participate

Why Being a Council Member Isn't Easy



- Media and Public Scrutiny (Social Media)
- Never Enough Resources
- Not Fully Appreciated for Your Time Commitment
- Lack of Knowledge Regarding Your Role
- Less Patient/Understanding Public



The Sources of Council Team Challenges

- Election Hangovers
- Different Experiences & Backgrounds
- Different Policy Perspectives/Positions
- Varied Communication Styles
- Varied Ways of Processing Information
- Personality Differences
- Differences in Handling Conflict
- Lack of Trust



Understanding & Accepting Differences

- Personality Differences
- Differences in Background & Experience
- Differences in Processing Information



Understanding/Working Through Different Communication Styles

- The Very Verbal vs. the Not So Much
- Length of Discussions/Conversations
- Understand the Perceptions of Others
- Manage Frustration While Suggesting A Reasonable Middle Ground



A Primary Areas of Conflict

Not Transitioning From Campaigning to
Governance: Election Hangover



Not Your “Friends Group”

You Weren't Elected to Be Friends (And
You Don't Need to be to Achieve
Effectiveness)



Invest in Relationships

Invest the Necessary Time to Support Effective Working Relationships:

- Individually
- As a Group



Be Resilient

- Accept That You Will “Take the Heat”
- Your Job is to Make Tough Decisions That Everyone Won’t Agree With—Embrace It!



Nothing Works Without Trust

TRUST: Start From a Position of Trust:

- If Start to Lose It, Confront the Issues Causing the Loss
- Be Open to the Other Party Having Good Intent
- Listen Thoughtfully



No Surprises

Surprises: A Major Source for the
Loss of Trust



Don't Make it Personal

Keep Differences From Becoming
Personal



Assume Anyone Can Be an Ally

Never Forfeit a Potential Ally



The Right Kind of “Conflict”

Productive vs. Counter
Productive Conflict



No Game Playing

- “How Can I Make Someone Look Stupid Tonight?”
- Don’t Act as if You Are Auditioning for “Real Council Members of Silicon Valley”



The Importance of “Soft Skills”

Focus on Communication & Interpersonal Skills (AND Emotional Maturity)



Your Super-Power

Recognize Your Super-Power is Your
Power of Persuasion—Don't
Squander It



Always Focus on the Next Vote

Don't Lose Future Votes Because You
Can't Get Over Past Votes



It's OK to Disagree

Recognize That Differences of
Opinion is OK—And Often Desirable



You & Your Manager/Staff

Why Being a City Manager's Job Isn't Easy



- Multiple Bosses
- Bosses Selected via Public Elections
- Never Enough Resources
- Often Overwhelming Demands
- Difficulty Separating Professional and Personal Lives

Why Being a City Manager's Job Isn't Easy



- Budget Challenges
- Attracting and Retaining Quality Staff
- Degraded Civic Discourse



The Sources of Council/Manager Team Challenges

- Role Conflicts
- Community vs. Technical Perspectives
- Aligning Priorities (Goals) With Resources
- Responding to Mistakes
- Disputes Between Council Members/Split Council
- Department/Department Head Feedback
- Respectful Treatment
- Sensitivity to Time Demands
- The Manager Having to Say “No”
- Lack of Trust



Taking Sides

Don't Expect the Manager to Take Sides



Taking Responsibility

Take Responsibility for Your Conduct & the
Conduct of Your Colleagues



Appreciating Different Perspectives

Understand the Value of Having Both Technical
& Community Perspectives



Not the “Loyal Opposition”

The Manager and Staff are Not
the “Loyal Opposition”—They are
Part of Your Team



Evaluating Performance

Evaluate Performance: CM AND
Council



Role Conflict

- Avoiding Role Conflict: Staying in Your Lane (The “What” vs. the “How”)
- Knowledge/Experience Does Not Determine Role



No Game Playing

“End Running” the Manager

“Stump the Staff”



The Need to Sometimes Say “No”

Understand Why Your City
Manager May Need to Say “No”



Communication Protocols

Establish and Respect
Reasonable Communication
Protocols With CM & Staff



Form of Government

Understand & Respect YOUR
Form of Government



Help Your Manager Stay Balanced

Encourage/Facilitate Your
Manager Being Able to “Have a
Life”



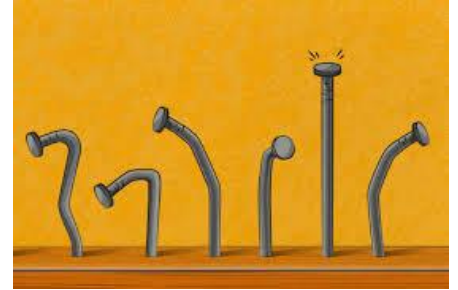
Departments/Department Heads

Provide Department/Department Head Feedback the “Right Way”



Mistakes

Test of Leadership: How You
Respond to Mistakes



Competing for Talent

Be a Competitive Advantage for
Attracting and Retaining Top
Talent



Withhold Judgement

When You Hear of Something
Concerning (Complaints)—Don't
Jump to Conclusions



REALLY Setting Priorities

Recognize the Importance of
Establishing Priorities and Having
the Discipline to Stick With Them
(5% Discretionary Time)



Mutual Expectations

Clearly & Regularly Communicate
Mutual Expectations



Legacy

What Kind of Legacy Do You
Want to Leave?



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Panel

- Larry Klein, Mayor, Sunnyvale
- Susan Landry, Former Mayor/Councilmember, Campbell
- Kimbra McCarthy, City Manager, Mountain View
- Peter Pirnejad, City Manager, Los Altos Hills